December 18, 2019

Ms. Debby Van Kirk, Chairperson
West Central Workforce Development Board
217 West State Street, 3rd Floor
Sharon, PA 16146

Dear Ms. Van Kirk,

The Pennsylvania Department of Labor & Industry has approved your Northwest Region Workforce Innovation and Opportunity Act, or WIOA, Multi-Year Workforce Development Regional Plan Modification. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through June 30, 2021. The Northwest planning region is composed of the following local workforce development areas:

- Northwest Local Workforce Development Area
- West Central Local Workforce Development Area

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan modification in alignment with WIOA and the commonwealth’s WIOA Combined State Plan.

Please direct specific questions regarding your plan, the plan modification process and/or any future requests for plan modification to Christopher S. Manlove at emanlove@pa.gov or (717) 787-9804.

Sincerely,

[Signature]

Daniel Kuba
Director, Bureau of Workforce Development Administration

Cc: Mr. Robert Del Signore, Lawrence County Commissioner, Chief Elected Official Chairperson
    Mr. Gregg Dogan, West Central Workforce Development Board Executive Director

Enclosure: Northwest Regional Plan
West Central Workforce Development Area

Lawrence and Mercer Counties

PY 2017-2020 WIOA Local Plan

Modified – October 1, 2019

Workforce Area: West Central Local WIOA Plan 2017-20
1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

1.1. Identify the composition of the local area’s population and labor force.

The local area’s population and labor force have been analyzed in light of regional employer demand by sector for specific occupations identified in the Keystone Edge Regional Plan. The Healthcare and Manufacturing Sectors continue to be leading employment sectors now and projected into the near future, with Healthcare occupations projected to increase at double-digit rates and Manufacturing jobs remaining near current levels but rapidly changing in skill levels needed to fill them. There will also be substantial needs for replacement of Manufacturing workers due to an aging workforce in the region.

The challenge faced by employers in the workforce area is two-fold: a population that is declining in numbers at a rate that exceeds the region and the state; and a post-secondary education attainment level that is not keeping pace with increasing skill needs, making it difficult for employers to find the talent they need for higher skilled job openings. The ability to attract new employers with high-wage jobs is also impacted as most prospective employer’s view available talent as a key factor in site selection. On the worker side, many higher wage jobs will be out of reach without the acquisition of additional skills.

With a declining population it becomes imperative for the labor force participation rate to be increased, as it is currently lower than the regional rate. This requires an extensive look at the barriers that are keeping persons in the region from seeking and finding employment; thus, the analysis that follows provides detailed information on many of the barriers. This leads to exploration of new partnerships with organizations that serve individuals with barriers to provide greater access to services and new strategies to promote training and employment services.

The region has a high demand for entry-level jobs in retail and hospitality, presenting an opportunity to use these jobs as a springboard to higher skills. While Industry Partnerships remain a key strategy for acquiring and advancing talent within sectors, the West Central Workforce Board will need to be a focal point for cross-sector solutions that serve to advance skills and earning levels.

An additional consideration for the local workforce area is the ability to attract talent to the area as it also attracts jobs through collaboration with economic development leaders. The lack of diversity in the local workforce area (92% white) can be a barrier to attracting diverse populations to the local area to meet employers’ needs for talent.

The labor market information that follows provides insights that will be used by the West Central Workforce Development Board to create talent acquisition strategies for employers and skill advancement solutions for the local population.

OVERVIEW

The West Central Workforce Development Area is comprised of the counties of Lawrence and Mercer in Northwest Pennsylvania. Overall, it is home to 200,717 citizens. With a 2016 labor force of 94,700 the largest sector in West Central is Health Care and Social Assistance, which employs 16,111, represents 11% of the Gross Regional Product (GRP), with average earnings of $44,539. The next largest sectors include Manufacturing (employs 11,838 workers, represents 19% of the GRP, with average earnings of $65,955)
and Retail Trade (employs 10,658 workers, represents 7% of the GRP, with average earnings of $29,096)\(^2\).

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region include Advanced Manufacturing (LQ=1.95), Health Care (LQ=1.37), and Wood, Wood Products and Publishing (LQ=1.16).

POPULATION

The population in West Central is estimated to have decreased from 207,746 in 2010 to 200,717 in 2017, resulting in a decline of 3.4%. Over the next five years, the population is projected to decline by 1.6%. The population in the Keystone Edge is estimated to have decreased from 721,580 in 2010 to 702,718 in 2017, resulting in a decline of 2.6%. Over the next five years, the population is projected to decline by 1.1%.

In 2017, the median age for West Central is 44.4, while the average age is 43.0. Five years from now, the median age is projected to be 44.9. Comparatively, the median age for the Keystone Edge is 42.3 (which is lower than the WDA), while the average age is 41.8. Five years from now, the median age is projected to be 42.6.

Most of West Central’s current year estimated population are White Alone (91.8%), 5.1% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 0.6% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.3% are Some Other Race, and 1.9% are Two or More Races. The population in the Keystone Edge is comparable: 91.0% are White Alone, 5.0% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 1.0% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.8% are Some Other Race, and 2.0% are Two or More Races. West Central’s current estimated Hispanic or Latino population is 1.5%, which is lower than the Keystone Edge 2.5%.

HOUSEHOLDS

The number of households in West Central is estimated to have decreased from 83,568 in 2010 to 81,812 in 2017, resulting in a decrease of 2.1%. Over the next five years, the number of households is projected to decrease by 0.9%. Comparatively, the number of household in Keystone Edge is estimated to have declined from 288,036 in 2010 to 284,350 in 2017, resulting in a decrease of 1.3%. Over the next five years, the number of households is projected to decrease by 0.5%.

EDUCATION

One in four residents over the age of 25 in West Central (20.0%) and the region (21.8%) have earned an advanced degree. One in ten residents in West Central (10.8%) and the region (10.5%) did not graduate high school. Currently, it is estimated that 5.0% of the population age 25 and over in West Central had earned a Master’s Degree, 1.0% had earned a Professional School Degree, 0.7% had earned a Doctorate Degree and 13.3% had earned a Bachelor’s Degree. In comparison, for the Keystone Edge, it is estimated that for the population over age 25, 5.7% had earned a Master’s Degree, 1.1% had earned a Professional School Degree, 0.8% had earned a Doctorate Degree and 14.2% had earned a Bachelor’s Degree.

INCOME

In 2017, the average household income in West Central is estimated to be $60,403.24, which is less than

\(^2\) EMSI, 2017
the Keystone Edge $61,853.12. The average household income in West Central is projected to change over the next five years, from $60,403.24 to $64,379.18. The average household income in the Keystone Edge is projected to change over the next five years, from $61,853.118 to $66,534.065.

HOUSING

Most of the dwellings in West Central (74.1%) are estimated to be Owner-Occupied for the current year, which is slightly higher when compared to Keystone Edge (71.2%). One in four housing units in West Central (26.8%) are estimated to have been built between 1939 or Earlier for the current year, which is comparable to Keystone Edge (27.3%).

EMPLOYMENT

The percent of civilians who are unemployed in West Central (3.9%) is lower than the region (4.4%). For West Central, the employment status of the population age 16 and over is as follows: 53.3% are employed civilians, 3.9% are unemployed civilians, and 42.8% are not in the labor force. For Keystone Edge, the employment status of the population age 16 and over is as follows: 54.3% are employed civilians, 4.4% are unemployed civilians, and 41.3% are not in the labor force.

A comparable amount of workers are employed each occupational classification in the WDA and region. The occupational classification for West Central are as follows: 25.9% hold blue collar occupations, 53.8% hold white collar occupations, and 20.3% are occupied as service & farm workers. The occupational classification for Keystone Edge are as follows: 25.3% hold blue collar occupations, 54.3% hold white collar occupations, and 20.4% are occupied as service & farm workers.

Most of the employed population in the West Central (83.5%) and Keystone Edge Region (80.2%) drives alone to work with an average travel time to work of 23 minutes.

POPULATION WITH BARRIERS

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at West Central, 9.9% of families are living in poverty. There are portions of Mercer County (Sharon and Farrell) where over 20% of the families live below poverty. Single parents are more likely to be living in poverty, with 12.6% of households in the county considered single parent households.
According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners’ chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In West Central, in 2015 there were 3,496 individuals released from a county jail and in 2016 there were 276 individuals released from a state prison, if considering releases from county or federal prisons this number would only increase.

Research obtained from Children’s Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out
of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In West Central, approximately 16 children age out of foster care each year.

According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%.

When looking at West Central, 5.8% of those employed have a disability, while 19.3% of those unemployed have a disability. In West Central unemployment is 176% higher for those with a disability (16.6%) compared to those without a disability (6.0%). There are also 2,725 students receiving services through the local Intermediate Unit, with just over half (51.1%) students having a learning disability, 7.1% have an intellectual disability, 9.2% have emotional disturbances, 18.3% have health implications and 10.8% have autism.

According to Youth. Gov., the high social and economic costs of teen pregnancy and childbearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.

- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- Only about 10 percent of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

Children who are born to teen mothers also experience a wide range of problems. For example, they are
more likely to:

- have a higher risk for low birth weight and infant mortality;
- have lower levels of emotional support and cognitive stimulation;
- have fewer skills and be less prepared to learn when they enter kindergarten;
- have behavioral problems and chronic medical conditions;
- rely more heavily on publicly funded health care;
- have higher rates of foster care placement;
- be incarcerated at some time during adolescence;
- have lower school achievement and drop out of high school;
- give birth as a teen; and
- be unemployed or underemployed as a young adult.

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen’s risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about $11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as $28 billion per year or an average of $5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

In West Central there were 1,991 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 427 youth had a juvenile disposition in 2015, and there were 372 births to mothers with less than a high school education. According the PA Department of Health in 2014, the teenage pregnancy rate per 1,000 (age 15-19) in Lawrence County was 29.7 and Mercer County was 26.9 are comparable to the state rate of 27.2.
According to the National Coalition for the Homeless, meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 120 individuals counted in West Central.

The McKinney-Vento Homeless Assistance Act defines youth homelessness as:

- Children sharing housing due to economic hardship or loss of housing;
- Children living in “motels, hotels, trailer parks, or campgrounds due to lack of alternative accommodations”
- Children living in ”emergency or transitional shelters”
- Children whose primary nighttime residence is not ordinarily used as a regular sleeping accommodation (e.g. park benches, etc.)
- Children living in ”cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations”.

In 2016, there were 413 students in West Central who met the McKinney-Vento definition of homeless.
The overall unemployment rate for the West Central WDA in 2018 was 4.9% with a labor force of 90,910. When looking at the first few months of 2019 the unemployment rate has fluctuated from 3.6% to 5.1%.

### Annual Average Labor Force Statistics, 2018

<table>
<thead>
<tr>
<th>Annual Average</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>90,910</td>
<td>86,468</td>
<td>4,442</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

### Seasonally Adjusted Labor Force Statistics, 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>90,495</td>
<td>85,860</td>
<td>4,635</td>
<td>5.1%</td>
</tr>
<tr>
<td>February</td>
<td>90,632</td>
<td>86,087</td>
<td>4,545</td>
<td>5.0%</td>
</tr>
<tr>
<td>March</td>
<td>90,201</td>
<td>85,968</td>
<td>4,233</td>
<td>4.7%</td>
</tr>
<tr>
<td>April</td>
<td>89,599</td>
<td>86,375</td>
<td>3,224</td>
<td>3.6%</td>
</tr>
<tr>
<td>May</td>
<td>90,694</td>
<td>86,966</td>
<td>3,728</td>
<td>4.1%</td>
</tr>
<tr>
<td>June</td>
<td>91,812</td>
<td>87,726</td>
<td>4,086</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

1.2. **How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region/local area?**

An analysis of skill gaps begins with a look at current and projected skills demanded by employers in the region. Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market information. Regarding Long Term Industry Projections from 2014-2024, the total employment is projected to increase by 4.9% or 4,200. This is at a rate just above the region (4.4%) and both are below the state (7.7%). Construction is projected to increase at the largest percent while Education and Health Services are projected to increase the highest in terms of volume, which accounts for more than half of the overall volume. The West Central Workforce Development Board uses a number of resources to collect data including the U.S. Census, Bureau of Labor Statistics (BLS), and the ongoing reports from the PA Center for Workforce Information and Analysis (CWIA). Private sector employers on the Board serve as champions of their industry sectors and as sources of real time insights related to critical needs and opportunities beyond official labor market information. Please refer to the Keystone Edge Workforce Development Region’s Multi-Year WIOA Regional Plan, section 1.6, for additional information on partnerships and initiatives that support the connection between the region’s employers and the workforce they need to attract.

Funded by the Northwest Commission, a regional economic development partner, the recent Skills Gap study is a good illustration of the strong collaboration that exists among workforce and economic development partners in the region. The analysis identified areas of economic opportunity and related industry and occupational demand as well as disconnects between skill needs and programming available.
Much of this work is being applied to inform the WIOA local and regional plans.

Long-Term Industry Projections for West Central WDA (2014-24)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Volume</td>
</tr>
<tr>
<td>Total Jobs</td>
<td>86,320</td>
<td>90,520</td>
<td>4,200</td>
</tr>
<tr>
<td>Goods Producing Industries</td>
<td>17,650</td>
<td>17,920</td>
<td>270</td>
</tr>
<tr>
<td>Agriculture, Mining &amp; Logging</td>
<td>2,260</td>
<td>2,220</td>
<td>-40</td>
</tr>
<tr>
<td>Construction</td>
<td>3,090</td>
<td>3,540</td>
<td>450</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12,310</td>
<td>12,160</td>
<td>-150</td>
</tr>
<tr>
<td>Services-Providing</td>
<td>63,400</td>
<td>67,210</td>
<td>3,810</td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>15,920</td>
<td>16,540</td>
<td>620</td>
</tr>
<tr>
<td>Information</td>
<td>750</td>
<td>660</td>
<td>-90</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>3,180</td>
<td>3,210</td>
<td>30</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>5,970</td>
<td>6,220</td>
<td>250</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>22,170</td>
<td>24,690</td>
<td>2,520</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>7,490</td>
<td>8,030</td>
<td>540</td>
</tr>
<tr>
<td>Other Services, Except Public Admin.</td>
<td>3,910</td>
<td>3,970</td>
<td>60</td>
</tr>
<tr>
<td>Federal, State &amp; Local Government</td>
<td>4,010</td>
<td>3,910</td>
<td>-100</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis

Looking at online postings can provide insight into real time hiring needs our employers our facing. Over the past year there has been an increase in postings for General Medical and Surgical Hospitals, Commercial Banking, Temporary Help Services, Home Centers, Elementary and Secondary Schools and All Other Miscellaneous Ambulatory Health Care Services.


<table>
<thead>
<tr>
<th>Industry Title</th>
<th>NAICS</th>
<th>May-2017</th>
<th>May-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>622110</td>
<td>174</td>
<td></td>
</tr>
<tr>
<td>Commercial Banking</td>
<td>522110</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>Temporary Help Services</td>
<td>561320</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>621610</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Supermarkets and Other Grocery (except Convenience) Stores</td>
<td>445110</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Home Centers</td>
<td>444110</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Elementary and Secondary Schools</td>
<td>611110</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Nursing Care Facilities</td>
<td>623110</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Employment Placement Agencies</td>
<td>561311</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>All Other Miscellaneous Ambulatory Health Care Services</td>
<td>621999</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis

The occupations with an increased number of job postings include Registered Nurses, Retail Salespersons, First Line Supervisors of Retail Sales Workers, Tellers, Maintenance and Repair Workers and Medical Assistants.
Top 10 Help Wanted Online Job Postings by Occupation, May 2016 & 2017

<table>
<thead>
<tr>
<th>Occupation</th>
<th>SOC</th>
<th>May-2017</th>
<th>May-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>29114100</td>
<td>122</td>
<td>116</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>41203100</td>
<td>102</td>
<td>78</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>53303200</td>
<td>83</td>
<td>139</td>
</tr>
<tr>
<td>First-Line Supervisors of Retail Sales Workers</td>
<td>41101100</td>
<td>66</td>
<td>45</td>
</tr>
<tr>
<td>Nursing Assistants</td>
<td>31101400</td>
<td>42</td>
<td>43</td>
</tr>
<tr>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>29206100</td>
<td>40</td>
<td>45</td>
</tr>
<tr>
<td>Tellers</td>
<td>43307100</td>
<td>34</td>
<td>25</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>49907100</td>
<td>33</td>
<td>26</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>43405100</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>31909200</td>
<td>22</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis

Looking at growing industries provides insight into the types of occupations and training programs that are needed. Outpatient Care Centers are projected to experience the greatest growth in both volume and percent.

Fastest Growing Industries in West Central WDA (2014-24)

By Volume Change:  

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>Employment Change (Volume)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient Care Centers</td>
<td>550</td>
</tr>
<tr>
<td>Individual &amp; Family Services</td>
<td>440</td>
</tr>
<tr>
<td>Restaurants &amp; Other Eating Places</td>
<td>440</td>
</tr>
<tr>
<td>Offices Of Other Health Practitioners</td>
<td>410</td>
</tr>
<tr>
<td>Residential Mental Health Facilities</td>
<td>240</td>
</tr>
<tr>
<td>Offices Of Physicians</td>
<td>220</td>
</tr>
<tr>
<td>General Freight Trucking</td>
<td>200</td>
</tr>
<tr>
<td>Nursing Care Facilities</td>
<td>190</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>190</td>
</tr>
<tr>
<td>Building Equipment Contractors</td>
<td>130</td>
</tr>
</tbody>
</table>

By Percent Change: (min. employment of 250)

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>Employment Change (Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient Care Centers</td>
<td>52.4%</td>
</tr>
<tr>
<td>Offices Of Other Health Practitioners</td>
<td>43.6%</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>33.9%</td>
</tr>
<tr>
<td>Individual &amp; Family Services</td>
<td>25.1%</td>
</tr>
<tr>
<td>General Freight Trucking</td>
<td>17.9%</td>
</tr>
<tr>
<td>Residential Mental Health Facilities</td>
<td>17.6%</td>
</tr>
<tr>
<td>Nonresidential Building Construction</td>
<td>17.2%</td>
</tr>
<tr>
<td>Building Foundation/Exterior Contractors</td>
<td>16.7%</td>
</tr>
<tr>
<td>Residential Building Construction</td>
<td>15.6%</td>
</tr>
<tr>
<td>Building Equipment Contractors</td>
<td>14.9%</td>
</tr>
</tbody>
</table>
Opportunity Occupations are employment opportunities that are generally considered accessible to someone without a bachelor’s degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. There are several in the county that only require a high school diploma; although many require on the job training and experience.

<table>
<thead>
<tr>
<th>SOA</th>
<th>Description</th>
<th>2016 Jobs</th>
<th>2021 Jobs</th>
<th>2016-2021</th>
<th>2016-2021 % Change</th>
<th>Annual Openings</th>
<th>COL Adjusted Avg Hourly Earnings</th>
<th>Typical Entry Level Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>13-1033</td>
<td>Claims Adjusters, Examiners, and Investigators</td>
<td>330</td>
<td>333</td>
<td>3</td>
<td>1%</td>
<td>9</td>
<td>$26.17</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>15-1152</td>
<td>Computer Network Support Specialists</td>
<td>150</td>
<td>159</td>
<td>0</td>
<td>0%</td>
<td>3</td>
<td>$26.74</td>
<td>Associate’s degree</td>
</tr>
<tr>
<td>29-2033</td>
<td>Diagnostic Medical Sonographers</td>
<td>81</td>
<td>84</td>
<td>3</td>
<td>4%</td>
<td>2</td>
<td>$28.34</td>
<td>Associate’s degree</td>
</tr>
<tr>
<td>33-1013</td>
<td>First-Line Supervisors of Police and Detectives</td>
<td>125</td>
<td>127</td>
<td>2</td>
<td>2%</td>
<td>5</td>
<td>$32.40</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>33-1021</td>
<td>First-Line Supervisors of Fire Fighting and Prevention Workers</td>
<td>43</td>
<td>44</td>
<td>1</td>
<td>2%</td>
<td>2</td>
<td>$33.10</td>
<td>Postsecondary nondegree award</td>
</tr>
<tr>
<td>33-3021</td>
<td>Detectives and Criminal Investigators</td>
<td>89</td>
<td>92</td>
<td>3</td>
<td>3%</td>
<td>3</td>
<td>$34.32</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>33-3051</td>
<td>Police and Sheriff’s Patrol Officers</td>
<td>1,197</td>
<td>1,131</td>
<td>24</td>
<td>2%</td>
<td>43</td>
<td>$30.63</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>41-4012</td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</td>
<td>1,980</td>
<td>1,988</td>
<td>8</td>
<td>0%</td>
<td>45</td>
<td>$26.94</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>49-1011</td>
<td>First-Line Supervisors of Mechanics, Installers, and Repairers</td>
<td>677</td>
<td>687</td>
<td>10</td>
<td>1%</td>
<td>16</td>
<td>$28.76</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>53-1031</td>
<td>First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</td>
<td>284</td>
<td>285</td>
<td>1</td>
<td>0%</td>
<td>10</td>
<td>$26.12</td>
<td>High school diploma or equivalent</td>
</tr>
</tbody>
</table>

One way to measure the skill gap is to look at current educational attainment and compare that with the
expected employment growth by educational level. Occupations that require and advanced degree are among the fastest growing. Over half of the occupations require on the job training. It is projected that 15.6% of occupations will require a Bachelor’s Degree, which 13.3% of the population currently hold.

<table>
<thead>
<tr>
<th>2017 Est. Pop Age 25+ by Edu. Attainment</th>
<th>141,219</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>4,875</td>
</tr>
<tr>
<td>Some High School, no diploma</td>
<td>10,410</td>
</tr>
<tr>
<td>High School Graduate (or GED)</td>
<td>63,239</td>
</tr>
<tr>
<td>Some College, no degree</td>
<td>22,355</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>11,966</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>18,838</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>7,101</td>
</tr>
<tr>
<td>Professional School Degree</td>
<td>1,377</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>1,058</td>
</tr>
</tbody>
</table>

### Employment Growth Rates by Educational Attainment Level for West Central WDA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-job training</td>
<td>45,490</td>
<td>47,230</td>
<td>3.8%</td>
</tr>
<tr>
<td>Long-term training</td>
<td>4,200</td>
<td>4,530</td>
<td>7.9%</td>
</tr>
<tr>
<td>PS education or experience</td>
<td>12,940</td>
<td>13,730</td>
<td>6.1%</td>
</tr>
<tr>
<td>Associate degree</td>
<td>1,310</td>
<td>1,420</td>
<td>8.4%</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>12,140</td>
<td>12,870</td>
<td>6.0%</td>
</tr>
<tr>
<td>Advanced degree</td>
<td>2,630</td>
<td>2,980</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

Looking at the knowledge and work activities that are needed provide insight into the skill sets training providers need to ensure they are including in their programs. The most needed knowledge area is the English Language. In West Central, 4.4% of households speak a language other than English. Workers also need to have knowledge of customer and personal service and administration and management. The most needed work activities include getting information, communicating with supervisors, peers, or subordinates and performing for or working with the public directly.

### Top 20 Knowledge Area and Projected Needs, 2014-2024

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Number of Occupations</th>
<th>Total Annual Openings Needing this Skill</th>
<th>Growth Annual Openings Needing this Skill</th>
<th>Replacement Annual Openings Needing this Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language</td>
<td>321</td>
<td>2,284</td>
<td>470</td>
<td>1,814</td>
</tr>
<tr>
<td>Work Activity</td>
<td>Number of Occupations</td>
<td>Total Annual Openings Needing this Skill</td>
<td>Growth Annual Openings Needing this Skill</td>
<td>Replacement Annual Openings Needing this Skill</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-----------------------</td>
<td>------------------------------------------</td>
<td>-------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Customer and Personal Service</td>
<td>300</td>
<td>2,165</td>
<td>457</td>
<td>1,708</td>
</tr>
<tr>
<td>Administration and Management</td>
<td>262</td>
<td>1,834</td>
<td>432</td>
<td>1,402</td>
</tr>
<tr>
<td>Mathematics</td>
<td>251</td>
<td>1,753</td>
<td>328</td>
<td>1,425</td>
</tr>
<tr>
<td>Public Safety and Security</td>
<td>206</td>
<td>1,424</td>
<td>359</td>
<td>1,065</td>
</tr>
<tr>
<td>Education and Training</td>
<td>233</td>
<td>1,414</td>
<td>358</td>
<td>1,056</td>
</tr>
<tr>
<td>Computers and Electronics</td>
<td>232</td>
<td>1,211</td>
<td>247</td>
<td>964</td>
</tr>
<tr>
<td>Clerical</td>
<td>215</td>
<td>1,207</td>
<td>240</td>
<td>967</td>
</tr>
<tr>
<td>Psychology</td>
<td>138</td>
<td>1,006</td>
<td>259</td>
<td>747</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>102</td>
<td>913</td>
<td>126</td>
<td>787</td>
</tr>
<tr>
<td>Production and Processing</td>
<td>142</td>
<td>892</td>
<td>149</td>
<td>743</td>
</tr>
<tr>
<td>Law and Government</td>
<td>135</td>
<td>744</td>
<td>183</td>
<td>561</td>
</tr>
<tr>
<td>Personnel and Human Resources</td>
<td>120</td>
<td>718</td>
<td>161</td>
<td>557</td>
</tr>
<tr>
<td>Communications and Media</td>
<td>105</td>
<td>606</td>
<td>114</td>
<td>492</td>
</tr>
<tr>
<td>Mechanical</td>
<td>127</td>
<td>545</td>
<td>114</td>
<td>431</td>
</tr>
<tr>
<td>Therapy and Counseling</td>
<td>60</td>
<td>524</td>
<td>151</td>
<td>373</td>
</tr>
<tr>
<td>Sociology and Anthropology</td>
<td>68</td>
<td>486</td>
<td>128</td>
<td>358</td>
</tr>
<tr>
<td>Medicine and Dentistry</td>
<td>54</td>
<td>452</td>
<td>166</td>
<td>286</td>
</tr>
<tr>
<td>Transportation</td>
<td>67</td>
<td>413</td>
<td>113</td>
<td>300</td>
</tr>
<tr>
<td>Economics and Accounting</td>
<td>85</td>
<td>341</td>
<td>58</td>
<td>283</td>
</tr>
</tbody>
</table>

*Source: The Center for Workforce Information & Analysis*

**Top 20 Work Activities and Projected Needs, 2014-2024**
<table>
<thead>
<tr>
<th>Detailed Work Activity</th>
<th>2024 Employment</th>
<th>Percent of Annual Openings</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order materials, supplies, or equipment</td>
<td>14,700</td>
<td>17.2%</td>
<td>449</td>
</tr>
<tr>
<td>Calculate costs of goods or services</td>
<td>11,670</td>
<td>14.9%</td>
<td>388</td>
</tr>
<tr>
<td>Sell products or services</td>
<td>11,320</td>
<td>14.4%</td>
<td>375</td>
</tr>
<tr>
<td>Clean work areas</td>
<td>10,900</td>
<td>13.7%</td>
<td>357</td>
</tr>
<tr>
<td>Greet customers, patrons, or visitors</td>
<td>10,360</td>
<td>12.1%</td>
<td>315</td>
</tr>
<tr>
<td>Monitor inventories of products or materials</td>
<td>10,470</td>
<td>11.7%</td>
<td>306</td>
</tr>
<tr>
<td>Record operational or production data</td>
<td>10,270</td>
<td>11.1%</td>
<td>290</td>
</tr>
<tr>
<td>Clean food preparation areas, facilities, or equipment</td>
<td>7,110</td>
<td>10.9%</td>
<td>284</td>
</tr>
</tbody>
</table>

Source: The Center for Workforce Information & Analysis

When looking at more detailed work activities we see that our employers are looking for candidates who can order materials, supplies, or equipment as well as calculate the costs of goods or services. The ability to use computers and computer related software are among the most important tools and technologies the labor force needs to be able to use.
Maintain records of sales or other business transactions 8,190 10.7% 278
Process customer bills or payments 6,610 10.5% 275

Source: The Center for Workforce Information & Analysis

<table>
<thead>
<tr>
<th>Top 10 Tools &amp; Technologies</th>
<th>2024 Employment</th>
<th>Percent of Annual Openings</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spreadsheet software</td>
<td>70,480</td>
<td>75.3%</td>
<td>1,963</td>
</tr>
<tr>
<td>Data base user interface and query software</td>
<td>64,100</td>
<td>70.0%</td>
<td>1,824</td>
</tr>
<tr>
<td>Personal computers</td>
<td>63,420</td>
<td>68.3%</td>
<td>1,781</td>
</tr>
<tr>
<td>Word processing software</td>
<td>61,550</td>
<td>63.4%</td>
<td>1,653</td>
</tr>
<tr>
<td>Desktop computers</td>
<td>56,430</td>
<td>60.3%</td>
<td>1,572</td>
</tr>
<tr>
<td>Office suite software</td>
<td>55,640</td>
<td>60.2%</td>
<td>1,570</td>
</tr>
<tr>
<td>Electronic mail software</td>
<td>48,470</td>
<td>49.8%</td>
<td>1,298</td>
</tr>
<tr>
<td>Notebook computers</td>
<td>46,620</td>
<td>47.0%</td>
<td>1,225</td>
</tr>
<tr>
<td>Internet browser software</td>
<td>43,580</td>
<td>44.4%</td>
<td>1,157</td>
</tr>
<tr>
<td>Presentation software</td>
<td>35,840</td>
<td>35.5%</td>
<td>925</td>
</tr>
</tbody>
</table>

Source: The Center for Workforce Information & Analysis

By analyzing job postings we can see the skills and certifications our employers are most frequently requesting. Employers are looking for candidates with skills related to pediatrics, flatbed scanners and freight. They are in need of people with Driver’s License, Certified Registered Nurse, or Certified in CPR.

<table>
<thead>
<tr>
<th>Top 10 Help Wanted On-Line™ Skills</th>
<th>On-Line™ Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pediatrics</td>
<td>55</td>
</tr>
<tr>
<td>Flatbed scanners</td>
<td>54</td>
</tr>
<tr>
<td>Freight+</td>
<td>49</td>
</tr>
<tr>
<td>Forklifts</td>
<td>41</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>38</td>
</tr>
<tr>
<td>Quality control</td>
<td>33</td>
</tr>
<tr>
<td>Behavioral health</td>
<td>31</td>
</tr>
</tbody>
</table>
Preventive maintenance 30
Medical-Surgical Nursing 28
Patient documentation 27

Source: The Center for Workforce Information & Analysis

<table>
<thead>
<tr>
<th>Top 10 Help Wanted On-Line™ Certifications</th>
<th>On-Line™ Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver’s License</td>
<td>216</td>
</tr>
<tr>
<td>Certified Registered Nurse</td>
<td>203</td>
</tr>
<tr>
<td>Certification in Cardiopulmonary Resuscitation</td>
<td>179</td>
</tr>
<tr>
<td>Basic Life Support</td>
<td>101</td>
</tr>
<tr>
<td>FBI Clearance</td>
<td>96</td>
</tr>
<tr>
<td>Commercial Driver’s License</td>
<td>92</td>
</tr>
<tr>
<td>Advanced Cardiac Life Support</td>
<td>66</td>
</tr>
<tr>
<td>Licensed Practical Nurse</td>
<td>54</td>
</tr>
<tr>
<td>Occupational Safety &amp; Health Administration Certification</td>
<td>42</td>
</tr>
<tr>
<td>Board Certified</td>
<td>34</td>
</tr>
</tbody>
</table>

Source: The Center for Workforce Information & Analysis

The West Central Workforce Development Board, in analyzing the data for the local and regional plans, has identified several areas for work on policies and programs within the local area for collaboration with neighboring workforce areas in Pennsylvania and in Ohio:

- Information technology, while not growing as a sector in the region, is becoming a core competency needed by employers in all sectors and will need to be integrated with basic education and occupational training to meet employers’ needs.
- Staffing and temporary help agencies are increasingly becoming the gateway to employment in multiple sectors. New efforts will need to be taken to connect these agencies to sector strategies and career pathways.
- The identification of pockets of poverty in the local area calls for new levels of engagement with organizations at the neighborhood level and with organizations serving specific target populations. In particular, the identification of large numbers of returning citizens from the correction facilities lead to new relationships with the criminal justice system for engaging both adults and out-of-school youth.
- Work-based learning strategies will need to be expanded as on-the-job training remains a primary means for gaining skills needed by local employers.

1.3. What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of regional employers?

The review of employer demand in the region, local population characteristics, and partner relationships both locally and in the region brings to light several challenges to be addressed by the West Central Workforce Development Board and its partners during plan implementation:

Lack of Population Growth
The population of the workforce development area has decreased by 3.4% between 2010 and 2017, and it
is projected to decline by 1.6% over the next five years. The challenge for employers will be to find the skills they need in the existing workforce and in a diminished local supply pipeline.

Educational Alignment to Demand
Projections point to many of the higher wage jobs increasingly requiring post-secondary credentials, sometimes combined with work experience, but not necessarily college degrees. The challenge will be to promote these opportunities and provide clear skills development pathways that are affordable and accessible. The challenge is for employers to validate micro-credentials and encourage attainment of credentials in their own workforces. Employers can also become more engaged in meeting skills demands by working with educators on work-based learning strategies.

Lack of Public Transportation
The primary public transportation is in small areas of cities in the region and in routes that allow Lawrence County residents to commute to jobs in the Pittsburgh metropolitan area. The challenge is to make services and training more accessible via new, dispersed partnerships and greater use of technology. In areas where there are large concentrations of jobs, it may be possible to create special transportation arrangements shared by employers in those areas.

Pockets of Poverty
The mapping of poverty rates in the two counties shows that there are areas that need to be prioritized for outreach. In many cases these are also areas where transportation to PA CareerLink® centers or to jobs is difficult without public transportation. The challenge is to create more community-based partnerships for access points and initial workforce development services combined with greater use of technology. An asset in moving individuals out of poverty is the high demand for many types of entry level jobs that can combine with training and work-based learning to lead to jobs that have family-sustaining wages.

Addressing Barriers to Employment
The data points to multiple high-risk population segments that will need connections to multiple partners to address barriers to further training and ultimately to employment. Recent partner meetings have led to new discussions of ways for OVR to assist other partners in identification of disabilities and for adult education providers to integrate literacy with occupational training. The challenge will be to increase training of all front-line staff to identify and address barriers, and to increase the number of connections among partners.

Multiple Regional Influences
The West Central Workforce Development Area has regional influences in all directions. Through the WIOA Regional Plan, new approaches are being developed with the Northwest Region. And through the ongoing Oh-Penn partnership, strategies continue to be created with partners in Mahoning, Columbiana and Trumbull Counties in Ohio. There are also several initiatives that have been launched with the Southwest Region. This presents both an opportunity and a challenge. The opportunity is to work with partners in all directions to create new programs and attract new funding. The challenge is in managing the multiple relationships.

1.4. Provide an analysis of local area workforce development activities, including education and training.

In order to effectively address the needs of the employers and job-seekers, workforce development activities are developed through engaging local and regional partners. With a two-county service area of over 1000 square miles of urban, suburban, and rural areas, the Workforce Development Board develops
strategies to meet the unique needs of the counties. Some of the strengths of the Workforce Development Board are:

**Relationships**

The West Central Workforce Development Board has been proactive in developing and maintaining relationships in a greater region and is a leader in convening partners, as evidenced by the acquisition of competitive funding. Collaboration allows for information sharing and partner engagement that leads to more successful outcomes.

A key relationship exists with the Office of Vocational Rehabilitation which assists Pennsylvanians with disabilities to secure and maintain employment and independence under Title IV-Amendments to the Rehabilitation Act of 1973. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement, individualized support services; and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

**Education and Training Providers**

Two Campuses of Butler County Community College, Grove City College, Penn State Shenango, Thiel College, and Westminster College are all located within Lawrence and Mercer Counties provide undergraduate, graduate and continuing education to over 5,000 students. Additionally, Slippery Rock University and Youngstown State University, located less than 10 miles outside of the Workforce Development Area, enroll over 20,000 undergraduate and graduate students. Technical Education & Training Providers including Jameson School of Nursing, Laurel Technical Institute, Lawrence County Career & Technical Center, Mercer County Career Center, New Castle School of Trades, and Sharon Regional School of Nursing, provide occupation-specific training to prepare students for high-priority careers.

**Local and Regional Employers**

The West Central Job Partnership, Inc. and the West Central Workforce Development Board will continue to convene local and regional employers to identify skill sets required for various high priority jobs within their companies. As new skill sets are identified or when gaps are identified in local training providers program offerings, meetings will be held with the employers and the training providers to discuss the skill gaps and introduce new training opportunities or modify current training programs to bridge the skill gaps.

**Basic Skills Education and English as a Second Language**

The West Central Adult Education Coalition has been meeting during the WIOA “transition year” to develop ways in which the member agencies provide workplace preparation activities, career awareness and career planning for the clients they serve. The member agencies of the Coalition include: Adult Literacy Lawrence County (ALLC); Midwestern Intermediate Unit IV (MIU 4); and the Grove City Education Center for Adults (GCECA). Opportunities for offering integrated education and training activities (including participation in the Manufacturing Readiness Program), are being explored and the College and Career Readiness Standards for Adult Education are being implemented. This Coalition will play an integral part in the American Apprenticeship Grant discussed later in this document in 3.4 A. The two Community Education Councils
(CECs) of Pennsylvania (Keystone Community Education Council and Lawrence County Learning Center) will be included in dialogue to align training development efforts to increase the education and training delivery services to residents in Lawrence and Mercer Counties. The CECs will be encouraged to participate in LWDBs efforts to align high school career and technical education programs and post-secondary institutions to assure residents of Lawrence and Mercer Counties have access to credential bearing training opportunities.

Two adult education providers have staff co-located at the PA CareerLink® centers (GCECA in Mercer County and ALLC in Lawrence County). Both agencies accept referrals to address basic skills upgrading and/or GED attainment. The Worldwide Interactive Network (WIN) is also utilized as a tool in the PA CareerLink® centers to upgrade literacy levels. Referrals could be made to other adult education providers if travel would be more convenient for an individual. The local workforce development area does not have a significant limited English proficiency population. However, the PA CareerLink® centers utilize Propio interpreter services for any individual with limited English proficiency. All partner agencies located at each PA CareerLink® were trained to use the Propio system. Training is provided to all staff once per year at capacity training on how to access Propio services.

Sector Partnership Activities

The West Central WDA has worked with employers in the key industries of Manufacturing, Healthcare, Building & Construction, and Transportation & Logistics since the beginning of Industry Partnerships in Pennsylvania and served as a best practice in bringing partners together to discuss opportunities and workforce needs. Where possible, Next Generation Industry Partnership or similar models will be employed to support the local workforce development system to gather input from private sector employers in identifying and meeting the needs of businesses in the local area. The West Central Workforce Development Board embraces the framework developed by the Commonwealth under Next Generation Partnerships and will use the key concepts to continue to advance work with employer on a sector basis.

Type and Availability of Education, Training and Employment Activities

The WCWDB pledged that the local workforce development system would be universally accessible, customer centered and offer job and training services that correlate to high priority occupation vacancies needed to be filled at local and regional employers. A full array of basic career services are available to all customers who access the PA CareerLink® workforce development system – either in person or by remote access. Those individuals may begin an active job search in the Job Gateway® system. Individuals who need more in-depth assistance may move on to individualized career services which may include career research, further assessments, career counseling, etc. Individuals with previous work histories and skill sets that are transferable to high priority occupations open at local or regional employers will be referred to a Job Developer. The Job Developer will work with the individuals to match them to employers who are looking to hire individuals with similar work experience. The employer may hire individuals outright or the Job Developer may negotiate with the employer to execute various work-based learning opportunities such as paid work experience, on-the-job training, or customized training. Individuals who lack significant skill sets and/or work histories may explore options of paid work experience or individual training accounts to enroll in training programs on the approved Eligible Training Provider List. All career services provided are tracked in the Commonwealth Workforce Development System (CWDS).

History of Successful Grant Acquisitions and Administration

West Central Job Partnership, Inc. has a strong history of fiduciary integrity and acquisition of competitive
funding. Over the past ten years, the organization has served as the fiscal agent for the following competitive grants: $2 million in Statewide Industry Partnership funds; US DOL funded grants -$250,000 Regional Innovation Grant, $6 million first-round Workforce Innovation Fund (WIF) grant, and a $2.9 million American Apprenticeship Initiative grant; and $550,000 private foundation monies– WalMart America Works grant.

Primary opportunities for improvement are shown below. These will be addressed in the local plan but also as opportunities to address these issues in partnership with the Northwest Workforce Development Board as part of the regional planning and implementation process.

Expansion of Employment Readiness Programs

Building upon the pre-apprenticeship model utilized for Manufacturing, there is an opportunity to increase the pipeline of workers into career pathways in in-demand industries by working to prepare job-seekers with career-readiness activities and placing them in occupational skills training leading to industry recognized credentials and employment.

Promotion of Industry-Recognized Credentials

Though some sectors like Healthcare have widely-adopted the use of industry-recognized credentials to gauge job-seekers and employees aptitude and abilities, other growing industries, like Manufacturing, that will need to expand their workforce have been using company-specific tests or required years of experience to assess employees. These criteria often limit the number of applicants for job openings who may be able to perform the job requirements, but have just entered the industry from a training program. Promoting nationally-recognized credentials to employers and encouraging that they request them from job-seekers will ultimately save the employers time and costs related to recruitment.

Coordination of Employer Outreach

Employers are called upon by a myriad of different agencies for their input and are increasingly pressed for time. By increasing alignment with partner needs and strategizing approach and utilization of employer involvement, all agencies involved can garner more buy-in and participation. Strengthening sector-partnership leadership to speak as a unified voice on behalf of the industry is crucial to these efforts.

Outreach to Job Seekers

With a large geographic area and decentralized population centers, it is important for the WDB to leverage relationships with community-based organizations. Additionally, low-income job seekers do not always have the requisite access to transportation to accept jobs at employers who are hiring. Increased dialogue with area and regional transit authorities should be sought.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

2.1. What are the local board’s strategic vision and goals for preparing its workforce?

The West Central Workforce Development Board (WCWDB, or “the Board”) works in tandem with the Chief Elected Officials (CEO) of Lawrence and Mercer Counties. In addition to overseeing the use of funds, the WCWDB provides policy guidance and exercises oversight in the development of a broad workforce investment system in the coordination of education and workforce development activities in the community. The Board approves budgets, selects service providers, and is responsible for all program
The WCWDB will build on past efforts to strategically align available educational and community resources to support workforce and economic development both locally and regionally. Cross communication and collaboration with Chambers of Commerce, Economic Development agencies, Human Service Organizations, and industry-based coalitions will be expanded to identify and establish suitable businesses for sector project implementation to provide first-step employment experiences for youth and individuals with barriers wherein systematic enrichment and support of necessary workplace skills are learned and reinforced. Pathway benchmarks will be determined with business and education whereby progressive productivity and necessary skills acquisition will be determined and promoted within a career track established for a given sector partnership project. Several projects where enrichment and employment are simultaneous will be targeted.

Key to performance accountability, economic growth and self-sufficiency is rapid attachment and integration of underserved, underemployed, and disconnected job-seekers into employment both stand/or re-employment. Industry-recognized certification validated by standard educational criteria will increase attainment for emerging, dislocated, and incumbent workers, increased wages and industry productivity.

The WCWDB, as part of its recent strategic planning work to prepare for full implementation of WIOA, adopted the following mission statement:

“To provide information and services relevant to the needs of employers and job seekers; comprised of employment opportunities, education and training options, and economic development linkages and resources throughout the local area.”

To assure that the mission is accomplished, the Board and its staff will align and utilize all available resources to support local workforce and economic development efforts to retain and attract business in the region. Joint planning with regional and local economic development organizations is crucial to maximizing and leveraging the resources necessary to develop a high-demand skilled workforce in support of business and industry’s workforce needs. Toward this end the West Central WDB will build on and expand the relationships it has developed with key partners in order to construct proactive approaches.

The WCWDB will continue to work with employers to identify skill sets they need in their businesses/industries/companies to reach or retain global competitiveness in their field. The WDB will continue to meet with local secondary and post-secondary education institutions as well as vocational training facilities to convey the skill sets needed in the local economy. The intent is for the education and vocational facilities to introduce new training programs and/or revise current program curricula to meet the skill gaps identified by the employers. Identification of employer skill gaps, introduction of new or revised training programs in the local area should provide employers with a pipeline of skilled individuals that lead to jobs with family sustaining wages. The WDB will continue to work to provide integrated, work-based opportunities for youth and individuals with barriers.

Training that will lead to post-secondary or industry related credentials, integrated work-based opportunities for individuals (including youth and individuals with barriers to employment) and family sustaining jobs should translate to the local workforce development area meeting or exceeding indicators of performance.

2.2. **What is the local board’s strategy to work with the entities that carry out the core programs to align performance outcomes.**
resources available to the local area, in order to achieve the strategic vision and goals for the local area?

To fully implement the mission within the context of WIOA goals and the goals of the state and regional plans, actions were taken to engage both the Board and its staff in taking actions to address the updated mission. First, the updated Mission Statement was presented to staff at a Capacity Building Session and is framed and hangs in the lobby of each PA CareerLink® in the local workforce area. Second, the Board identified the need for its members to become more involved in the strategic planning and overall design of the local and regional workforce development system.

Therefore, the chair of the Board created several committees with specific missions and appointed several members to meet and address relevant workforce issues. The committees that were created and their missions set by the Board are as follows:

One Stop Committee - The purpose of the One Stop Committee is to recommend a strategic approach to connecting community organizations, educational institutions and businesses to the public one stop workforce system.

Youth Committee: The purpose of the Youth Committee is to recommend a strategic approach to reaching out and reintegrating Out of School Youth (OSY) to the world of work and focusing In School Youth (ISY) on careers and opportunities for employment sustainability.

Through the clarified committee mission, the Board and its staff will work to identify important issues in the local area and will implement new strategies in the local area and beyond the local area boundaries via working with the Northwest Workforce area in regional plan development and with neighboring areas in Ohio as part of the ongoing Oh-Penn work.

2.3. How will the local board’s vision and goals align with, support, and contribute to the governor’s vision and goals for the commonwealth’s workforce development system, as well any the goals and strategies articulated in the regional plan?

The West Central Workforce Development Board will guide investments to achieve the governor’s vision for the commonwealth’s workforce development system as expressed in the PA Workforce Innovation and Opportunity Act (WIOA) Combined State Plan for the period July 1, 2016 through June 30, 2021. This will be accomplished by fully embracing the fundamental components of the Governor’s plan for a comprehensive workforce development system that increases the numbers of “jobs that pay,” expands the number of “schools that teach” the skills necessary to succeed in college and careers, and is a model of “government that works.”

The Board initiated plans to convene various workforce development stakeholders in the local area to begin dialogue on how to build a network of services and to boost interagency cooperation on workforce issues to achieve a team effort to accomplish the Governor’s visions and goals. Invitations to the first stakeholders’ meeting held on April 12, 2016 included: community based organizations that serve individuals with disabilities (OVR) and minorities (Shenango Valley Urban League and Community Action Partnership agencies); adult basic education providers (Midwestern Intermediate Unit IV and Adult Literacy Lawrence County); Chambers of Commerce; and the United Ways. The intent of the meeting was to provide information to the stakeholders regarding the Combined State WIOA plan and obtain input for the Local Plan and to offer suggestions on a unified approach to meet the visions and obtain the goals of the Governor. The Board also convened small groups of out of school youth participants in July 2015 to solicit their input regarding how services could be improved to assist youth in obtaining credential(s) and family
sustaining jobs.

The Governor’s five strategic visions are outlined below as well as the efforts of the WCWDB to achieve his visions and goals:

**Goal 1: Establish Career Pathways**

The WCWDB will strive to establish career pathways as the primary model for skill, credential and degree attainment and provide individuals, with an emphasis on individuals with barriers to employment, an opportunity that leads to a family sustaining job. The Board will continue to convene meetings with the stakeholders above and expand the number of stakeholders to include employers and multi-employer partnerships, secondary and post-secondary education providers and other interested parties to develop a career pathways system. A great deal of information has been gathered for Advanced Manufacturing over the past. This employer engagement will be expanded to other driver industries in the area and region. The career pathways system must include the development of soft-skills, adult basic education, and occupational training that offers participants on-ramps and off-ramps that permit attainment of various industry recognized credentials at the various levels in the system. The career pathways system must encourage cross-program funding and programmatic integration to ensure supportive services are available to meet the critical needs of individuals such as accommodations to eliminate barriers to employment for individuals with disabilities. The stakeholders will be invited to work with the standing Youth Committee to continue discussions on the development of a career pathways system.

There was discussion at the April stakeholders’ meeting of the need to identify several employers in the local area who have high turnover rates in high priority occupations and establish a human service network that combines literacy training (i.e. math specific to the occupation, etc.), occupational skills training, work-based learning as well as a support network (job coaching, supportive services, etc.) for participants once they have been placed with the employer. Another enigma that will be addressed in the future is how an individual finds employment that pays a decent wage when (s)he may never be able to successfully pass the GED exam. One stakeholder suggested the need to identify other credentials that are recognizable to employers so employers would be willing to offer jobs to individuals who do not have a high school diploma or GED.

The WCWDB will promote and support pre-apprenticeship and registered apprenticeship programs in traditional and non-traditional occupations. Career guidance will be offered to individuals seeking career services through the PA CareerLink® centers in the local areas and information will be provided on the training programs available on the State Eligible Training Provider List to enhance informed customer choice in selecting programs and providers. This information will be widely disseminated amongst educational providers in the local area and region.

**Goal 2: Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Educational Institutions**

The Workforce Development Area has been successful in applications for competitive grant funding through numerous opportunities dedicated towards enhancing the effectiveness of workforce strategies. Fiscal year 2015 - 2016 is the final funding year of a US Department of Labor $6 million Workforce Innovation Fund (WIF) grant. The Oh-Penn Pathways to Competitiveness Project funded through the WIF grant expanded upon the area’s sector partnership focus in Advanced Manufacturing and leveraged this funding to educate youth, parents and educators on manufacturing career pathways through career maps, informational
brochures, job fairs, internships, and paid work experience opportunities. Additionally, the project brought together the expertise of the regional Education & Training Providers, Economic and Workforce Development organizations, Chambers of Commerce, and the private sector employers to discuss strategic plans for the regional industry that will continue to be sustained throughout the grant’s final year and integrated into a continuing strategy.

Building on the successful sector partnership work done through the WIF grant, West Central Job Partnership, Inc. was recently notified of its successful application for a US Department of Labor $2.9 million American Apprenticeship Initiative grant. The grant will expand the number of Registered Apprenticeships in the two counties, as well as regionally through the Greater Oh-Penn Manufacturing Apprenticeship Network over a five-year period through October of 2020. Advanced Manufacturing is an in-demand and growing industry in the area and the funds will be leveraged to assist in enrolling individuals in pre-apprenticeship activities, assist employers in developing and formalizing apprenticeship programs and offset the cost of starting new apprentices. These activities are part of the workforce development area’s sector partnership strategy and funding is leveraged with WIOA and state general funding to build upon and expand the resources available to job-seekers advance along career pathways tied to increasing skills and wages and employers to grow the ability of their workforce.

Butler County Community College (BC3) is an active member on the WCWDB and has been working on the committee to prepare the regional plan with the Northwest workforce area. Additional efforts will be focused on information identified in two recent skills gap analyses: one funded by a Workforce Innovation Fund (WIF) grant awarded by United States Department of Labor, Employment & Training Administration; and a Northwest Commission Regional Skills Gap Analysis funded by PA Jobs 1st Regional Partnership Grant (awarded in March 2014). The LWDB will convene post-secondary education institutions to address the employer skill gap and work to align curricula to teach the skills needed and award credentials that will eliminate the employer gaps.

It is expected that sector partnerships will be expanded to include additional employment sectors such as health care and building trades. One stakeholder suggested a review of employment sectors where employers are struggling to find skilled workers such as early childhood development. Developing a sector partnership in this field (and potentially a pre-apprenticeship and registered apprenticeship program) would build a network that provides training and support to: individuals seeking credentials and employment; employers seeking qualified job candidates; and families seeking quality instruction for their pre-school children.

Goal 3: Increase Work-Based Learning Opportunities for Youth

The WCWDB will strive to increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship and other similar experiences. The development of a career pathways system discussed previously in Goal 1 will include work-based learning in a comprehensive system that will include instruction on soft-skills and employer expectations, adult basic education for remediation or GED obtainment, occupational training that offers participants leads to various industry recognized credentials at the various levels in the system AND a work-based learning component. The opportunity for youth to earn industry recognized credential(s) while working in a related occupation will enable the youth to have high quality and relevant career experience on a resume while also earning wages to provide family support. The career pathways system must encourage cross-program funding and programmatic integration to ensure supportive services are available to meet the critical needs of individuals such as accommodations to eliminate barriers to employment for individuals with disabilities.
This system will require a “buy-in” from all parties to develop a community support system. Blending funding sources (Adult Literacy, OVR, WIOA, etc.) will allow the system to deal with the community need as a comprehensive whole rather than silo-funded programs. It will also be important to convene staff and supervisors from the various programs mentioned to discuss the comprehensive approach to assure that the philosophy radiates to the staff involved in the point of service to participants.

The work-based learning opportunities will include but may not be limited to: paid work experience, unpaid community service, summer jobs, internships, pre-apprenticeship programs, registered apprenticeship programs, and on-the-job training. The standing Youth Committee will continue to meet and discuss the comprehensive career pathways system and work experience opportunities for youth. Employers will be encouraged to give youth a chance at high-quality work opportunities without being expected to deal with the “social” issues youth from the targeted populations (low-income, disabled, high school drop-out, basic skills deficient, pregnant or parenting, involved in the judicial system, homeless or aging out of the foster system) may possess. The community network system will be available to deal with the “social” issues via job coaching, supportive services, etc.

Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay

It is imperative that employers are convened on a regular basis to continue dialogue regarding skill gaps as identified in two recent skills gap analyses: one funded by a Workforce Innovation Fund (WIF) grant awarded by United States Department of Labor, Employment & Training Administration; and a Northwest Commission Regional Skills Gap Analysis funded by PA Jobs 1st Regional Partnership Grant (awarded in March 2014). Additional employers in other sectors will be invited to become involved to identify skills gaps and training required in order to eliminate the gaps in their industry sector. Secondary schools, career and technical education as well as post-secondary schools need to participate in the conversations to hear and discuss the skills gaps realign or create new curricula and credentials to address and provide the skill sets employers are seeking.

The WCWDB will prioritize funds to be used for PA CareerLink® business services activities, on-the-job training and incumbent worker training to those employers who offer high quality jobs that pay family sustaining wages. The LWDB’s Employer Engagement Committee will recommend a strategic approach to recruit and convene employers and the business community to who offer the high-quality jobs in the local area. The WCWDB will continue to solicit grants from private foundations as well as other State and Federal resources to support and expand current industry partnerships and multi-employer endeavors, including pre-apprenticeship and registered apprenticeship programs.

The current Business Education Partnership relationships will be nurtured so employers continue to connect to career and technical education schools to provide career-related experiences and an introduction to the soft skills and employer expectations. It is expected that the Educator in the Workplace program currently being offered to high school teachers and counselors will continue.

The program gives local educators the opportunity to gain hands-on experience in the manufacturing or healthcare industry and learn how it can be applied to classroom lessons. A collaborative project, the program involves the Lawrence County School to Work agency and Industry Partnership employers of Lawrence and Mercer Counties. Educators enrolled in the program complete 32 hours of on-site job shadowing at a local manufacturer or healthcare facility and create lessons plans to present in their classrooms. The presentations illustrate how classroom subject matter can be applied in the workplace, thereby demonstrating how important their schoolwork will be to students later in their careers. Pennsylvania educators earn Act 48 credits and/or receive a financial stipend for participation in the event.
The youth contractor will be encouraged to meet with the Intermediate Unit to determine if the lesson presentations can be videotaped and streamed to other classrooms in the districts to reach a larger number of students.

WCJP’s Operations & Special Projects Division (OSPD) was approached by Medevac Ambulance Service concerning a desperate need for Emergency Medical Services (EMS) professionals. The OSPD and WCJP’s Project Division met with Medevac representatives to discuss workforce development programs and services available to assist employers including: On-the-Job Trainings, Transitional Jobs, and Worker Training options. Another meeting was scheduled with WCJP’s OSPD, Program Division, and representatives from Medevac and UPMC Jameson. WCJP facilitated a meeting between Medevac and Butler County Community College (BC3). BC3 prepared a 12-week curriculum for an EMS program that would benefit Medevac, UPMC, and other EMS providers in Lawrence and Mercer Counties. The program was approved by BC3 in April 2019. WCJP submitted a High Priority Occupation petition to CWIA to add EMT & Paramedics (SOC 29-2041) which was approved and added to West Central’s High Priority Occupation list for PY2019.

**Goal 5: Strengthen Data Sharing and More Effectively Use Data**

The LWDB currently utilizes the Commonwealth’s CWDS as the system of record for WIOA participant enrollment in career and training services. WCJP also tracks many other program elements, target populations, etc. by utilizing the Ad Hoc reporting system within CWDS. CWDS and the Department of Health & Human Services CIS data base allows for data sharing between Title I and CAO staff on a limited basis. The WCWDB supports and encourages access to real-time data from state systems for reducing duplication, targeting outreach, easing the referral process between partner agencies, creating efficiencies for participant services, and its positive impact on the WCWDB decision-making process. The LWDB will continue to convene community stakeholders to: strengthen partnerships to analyze and identify skills and the occupational needs of targeted industry clusters and emerging industries; develop sector strategies and career pathways for skill, credential and degree attainment to meet the needs of local employers and provide job seekers (including job seekers with barriers to employment) with an opportunity to earn family sustaining wages; and develop a service infrastructure to utilize enhanced technology to increase outreach to employers and job seekers. It will be imperative for the community stakeholders to identify what data they need for their respective silo “reporting systems” so that the Commonwealth’s CWDS incorporates that information into any changes made to the system of record. The WCWDB will support inter-agency staff training on any new modules the Commonwealth adds to the current CWDS.

The WCWDB has worked in partnership with the Northwest Workforce Development Board over the past year to develop the WIOA Regional Plan, and efforts will continue as the plan is being implemented. Four primary goals of the regional plan are shown below along with initiatives being taken by the WCWDB to support these goals.

**Regional Goal #1:** Create and grow a competitive workforce by engaging knowledgeable, employer-focused leadership that promotes and advocates for business and industry to address the critical workforce challenges of the region.

The Regional Planning Committee will collaborate with the neighboring workforce areas to increase awareness of needs, opportunities, and the assistance that is available for joint- region and joint-agency customized solutions to meet needs. Through the Oh-Penn partnership with neighboring Ohio workforce areas, the WCWDB has championed the Business Resource Network, a collaborative approach to employer outreach, laying the foundation for broader application with employers.
Regional Goal #2: Continually enhance the workforce development pipeline by promoting high-demand industry sectors, career pathways, and building a pipeline of talent through outreach.
The WCWDB works continuously to clarify skills gaps using multiple resources. Most recently this has included the Workforce Innovation Fund (WIF) grant and the Northwest Commission Regional Skills Gap Analysis. The Board has established Career Pathways as the primary model for building talent pipelines in high-demand sectors and occupations. The Board will collaborate with its neighboring areas to build on these initiatives to increase public awareness of job opportunities and education and training programs that prepare individuals for these jobs. Efforts will include the newly-awarded American Apprenticeship Initiative grant.

Regional Goal #3: Maintain a commitment to continuous improvement of the workforce development network by increasing data sharing across various WIOA and partner programs.
The WCWDB uses the Commonwealth’s CWDS system as the baseline system of record and will work with the Northwest Workforce Area to develop consistent approaches for using the ad hoc reporting features of CWDS. The Board will also use the regional implementation process to share data on best practices that can be implemented in the broader region. At the individual employer level, the Board has developed data sharing approaches with other education and economic development organizations to support joint solutions and efficiency in contacting employers; this approach will continue to be brought to larger scale in the region. This employer contact approach is also being utilized by both regional workforce boards to design an approach for service coal-impacted workers and employers in a three-state area.

Regional Goal #4: Increase the alignment of education and training programs with employer demand.
As previously described, the Career Pathways approach will be foundation for alignment of classroom training and work-based learning in all program initiatives. The Business Education Partnership broadens the reach of the Board in developing talent pipelines by working with high school teachers and counselors in the Educator in the Workplace program and via labor market information for K-12 students and parents. The Board will work with its regional partners to further expand partnerships with schools, with career and job information developed and delivered on a regional basis with consistency of messages.

2A. What are the local levels of performance that have been negotiated with the governor and chief elected officials?
How will the local board’s goals relate to the achievement of these measures?
The negotiated performance standards for the local area are attached as Appendix F.

As WIOA has placed an increased emphasis to service individuals with barriers, it is anticipated that this population will have received several touches from the social and employment network. Maximum coordination and communication must be utilized to avoid cross purpose direction which would prompt confusion and demotivation. Programs will increase support to these individuals while continuing to provide career services to other job seekers requiring less intense navigation and supportive services to advance through pathways to employment.

Strategic partnerships with employers, educational organizations and community-based organizations and a more focused targeting of resources on business and job seeker needs should facilitate required performance outcomes. This course of action holds for Youth, Adults and Dislocated Worker populations. Data sharing and coordination will provide all involved partner programs with information to report what is anticipated as increased employment, retention and earnings.
The goals of the WCWDB to convene community stakeholders to identify employer needs and align training curricula to meet those employer needs and lead to jobs with family sustaining jobs will be the biggest factor in meeting the federal performance accountability measures. This same stakeholder model includes the creation of career pathways that offer job seekers various on-ramps to training that leads to industry recognized credentials that will allow them to obtain higher skill-level jobs within the local economy thereby creating job openings for individuals who have not yet achieved that level on the career pathway.

The WCWDB is waiting for definitions from the US Department of Labor and/or the Commonwealth regarding some of the performance targets. However, the percentages listed on the attached Performance Targets Template have followed the Commonwealth’s PY2017/PY2018 proposed percentages. Historically WCJP’s negotiated goals for Adults and Dislocated Workers’ and Youth entered employment and retentions have been higher than the Commonwealth’s goals. Also, historically WCJP’s negotiated goals for 6 months average earnings for Adults and Dislocated Workers have been lower than the Commonwealth’s goals, so the goals for wages on the attached Performance Targets Template are lower than what is proposed for the Commonwealth. WCJP has met or exceeded the Commonwealth’s goals under WIA and it is expected that WCJP will continue to meet or exceed the negotiated local goals under WIOA.

3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

3.1. Provide a descriptive overview of the governance structure for the workforce system, including key stakeholders and entities in the local area.

The organizational structure for the West Central Workforce Development Area was modified prior to the successful procurement of the one-stop operator and clarification of roles pursuant to WIOA and state rules. To create the proper separation of duties under the law, separate lines of reporting were created in the West Central Job Partnership, Inc. structure. That change is reflected in the organizational chart attached as Appendix E.

The West Central Governing Board/Chief Local Elected Officials and the WCWDB in consultation are requesting from the PA Department of Labor and Industry a continuation of the structure exception model for the West Central Job Partnership, Inc., which has been granted since the inception of the Workforce Investment Act.

The Commissioners of Lawrence and Mercer Counties in 1999, when the Commonwealth of Pennsylvania oversaw the transition from the Job Training Partnership Act (JTPA) to the Workforce Investment Act (WIA) of 1998, in consultation with officials from the Department of Labor and Industry, restructured the local service delivery area to meet all federal and state guidance for instituting requirements for local workforce investment area designation. This process included the private sector, economic and workforce development leadership of the two counties. Considering the separation of functions outlined in the regulations and proceeding under the principle of seeking economic efficiencies and utilizing existing infrastructure, the Private Industry Council of Lawrence and Mercer Counties voluntarily vacated the 501(c)3 not-for-profit corporation established in 1986 by the Local Elected Officials (LEO) and the six county commissioners installed themselves as the corporate board of West Central Job Partnership, Inc. as re-registered with the PA Department of State.

The LEOs in 1999 wished to maintain a tighter control over financial and administrative functions related to the fiscal agent responsibilities under WIA while maintaining a flexible operational presence that could rapidly adapt to progressively evolving workforce needs and rapidly changing priorities. A model was
engineered that instituted two distinct divisions within the corporation each independently reporting to the corporate board through a Division Chief. The Administrative Division operates under a Chief Financial Officer (CFO) who reports directly to the Chair of the CEOs and whose major WIOA responsibilities cover WIOA Fiscal Agent and Administrative Duties in addition to providing staff services to the West Central Workforce Development Board, this latter is a non-incorporated advisory council proscribed by federal/state WIOA regulations to establish a budget and target allocated funding for workforce investment activities. The Program Division Chief reports directly to the Vice Chair of the Chief Elected Officials and has primary responsibility for implementation of WIOA Title I operations. The Local Elected Officials took action at their February 22, 2017 meeting to add a third division to WCJP’s structure. The Operations & Special Projects Division is responsible for implementing and developing policies and procedures that will coordinate the partners’ activities and resources into a seamless workforce delivery system for high quality, customer services related to jobseekers and employers who use PA CareerLink® services. The Chief of the Operations & Special Projects Division reports directly to the Secretary/Treasurer of the Chief Elected Officials.

While meeting the specified separation of functions under WIOA, this structure also promotes flexibility and cost efficiencies such that one-stop fiscal agent responsibilities and LWDB staffing are performed by Administrative Division employees thereby maintaining functional insulation from the competitively procured One Stop Operator duties. WCJP’s Operations & Special Projects Division, the competitively procured One Stop Operator, was in place by July 1, 2017, and will supervise and direct a site administrator to manage one stop operations in the PA CareerLink® centers located in Mercer and Lawrence Counties. The 501(c)(3) under the auspices of the corporate board has sought federal and foundation funding to support the workforce development aims and strategic vision allowing the WCWDB to focus on its work of oversight and directing proper utilization of the Title 1 and other WIOA funds as well as stewardship over the maintenance and development of the one stop workforce system in the two-county area.

A Governing Board, consisting of the elected or appointed County Commissioners of Lawrence and Mercer Counties, has been established to govern and implement the Workforce Innovation and Opportunity Act (WIOA) in the West Central Workforce Development Area. This model is still applicable under WIOA with the maintenance of required firewalls. This organization was incorporated as a 501(c)(3) Not-for-Profit Corporation and does business under the name West Central Job Partnership, Inc. The Governing Board will carry out all responsibilities assigned to the Local Elected Officials (LEOs) under Title I of the Act. The role of the LEOs in the governance and implementation of the Act in the local area includes, but is not limited necessarily to: designating the fiscal agent for all funds made available to Lawrence and Mercer Counties under the Act; establishing a Local Workforce Development Board (LWDB) in the two county area in accordance with the Act and the Rules and Regulations promulgated for the implementation of the Act; entering into a written agreement with the LWDB which details clearly the partnership between the two entities for the governance and oversight of activities authorized under the Act; authorizing the establishment of a standing youth committee as a subgroup of the LWDB and approving nominations of members for appointment by the WCWDB to that subgroup; approving or disapproving, in partnership with the WCWDB, the designation or certification of any PA CareerLink® operators within the Local Workforce Development Area (LWDA) and approving or disapproving the termination of the eligibility of such operators; providing input and oversight to the LWDB regarding the negotiating and reaching agreement with the Commonwealth’s PA Workforce Development Board (PAWDB) on local performance measures; reviewing and approving or disapproving, in partnership with the LWDB, any plan pertaining to workforce development or job training, any modifications to such plans, and any other documents required by the State or Federal government prior to submission; determining the apportionment of funds and liabilities between the involved counties and approving all adjustments to allocations; approving or disapproving any contract with any entity for the performance of services required or needed pursuant to the implementation or operation of any program or project authorized under the Act unless otherwise stipulated and agreed;
and, conducting oversight, in partnership with the LWDB, of the operations of any local Title I funded programs of youth, adult, and dislocated worker activities and the PA CareerLink® delivery system.

A Chairperson of the Governing Board is elected, together with a Vice-Chairperson and a Secretary/Treasurer, by a majority vote of the six members of the Governing Board. The Officers serve for a two-year term, beginning January 1, and ending December 31, or until replaced. In the event that both the Chairperson and Vice-Chairperson are absent from a meeting, those members present may elect a member to serve as temporary Chairperson. Four (4) members of the Governing Board constitute a quorum, which shall be necessary for the transaction of business at meetings and may be met by telephone or similar means. All matters brought before the Governing Board may be resolved by a simple majority of the total votes present at each meeting. Each member shall have one vote with no proxy.

The Governing Board, consisting of the six elected or appointed County Commissioners of Lawrence and Mercer Counties, serves as the Board of Directors of West Central Job Partnership, Inc. West Central Job Partnership, Inc. is a not-for Profit Corporation established by the Commissioners and chartered under the laws of the Commonwealth of Pennsylvania to coordinate or implement such activities and services that are or may be authorized under Title I of the Workforce Innovation and Opportunity Act.

West Central Job Partnership, Inc., an entity created by the Commissioners of Lawrence and Mercer Counties, is composed of the three distinct divisions of administrative, programs, and operations/special projects. The Division Chief of Administration (WCIP’s CFO) reports directly to the Chair of the WCIP’s corporate board/LEOs while the Program Division Chief reports directly to the Vice Chair of WCIP’s corporate board/LEOs, and the Operations/Special Projects Division Chief reports directly to the Secretary/Treasurer of WCIP’s corporate board/local elected officials.

Fiscal Agent - The Administrative Division of West Central Job Partnership, Inc. was designated by the Local Elected Officials and attested to by their duly elected Chairperson who acts as the Chief Elected Official (CEO) for purposes of the Workforce Innovation Opportunity Act in NW #145 in the aforementioned LEO-LWDB Agreement for Lawrence and Mercer Counties. The contact information for the fiscal agent is as follows:

Gregg K. Dogan Chief Financial Officer
West Central Job Partnership, Inc. 217 West State Street, Third Floor Sharon, PA 16146
Phone: 724-347-7855
Fax: 724-347-2109
Email: gdogan@wcjp.org Web: www.wcjp.org

The Administrative Division reports directly to the Chair of the Local Elected Officials (LEO) who is elected for a two-year term from among the six county commissioners that comprise the West Central Job Partnership, Inc. corporate board. The LWDB in conjunction with the corporate board have agreed that the Administrative Division will act as fiscal agent for the two counties regarding WIOA and other related workforce development funds for the jurisdiction as well as providing administrative staffing services for the LWDB. Additionally, the Administrative Division acts as fiscal agent for the PA CareerLink® centers within the jurisdiction coordinating with one stop partners in the completion of center Resource Sharing Agreements. This division likewise manages and disburses Title 1 funds at the direction of the LWDB as well as Industry Partnership and other relevant funds such as private sector sustainability; EARN welfare, foundation and other federal grants.

Local Workforce Development Board - The chief role of the West Central Workforce Development Board,
the Local Workforce Development Board for the workforce area, is to develop policy, establish a budget and provide oversight for the workforce system under its jurisdiction. This includes approving a system and budgeting for training activities under Title I of the Workforce Innovation Opportunity Act, determining the number and operational structure for the PA CareerLink® comprehensive centers for Mercer and Lawrence Counties, acting in consultation with the Local Elected Officials (LEOs) to align workforce resources within the LWDA to be in line with both state and local economic development targets. Additionally, the WCWDB ensures that monitoring of funded activities under its purview occurs periodically and meets regulatory standards on both the programmatic and administrative levels such as, one stop operations and procurement of services both for vendors and sub-recipient contractors. As an appointed advisory board for the combined commissioners of Lawrence and Mercer Counties, they act in collaboration with the LEOs in a public-private partnership to maintain and adapt a flexible workforce system capable of investing assets to competitively position the businesses and populace of the jurisdiction to benefit in both regional and global markets.

Currently there are twenty-nine (29) members on the West Central Workforce Development Board. Private sector members are identified by the six Chambers of Commerce in the two-county area and their names are submitted to the appropriate county Board of Commissioners for consideration. To maintain the private sector majority required under the Act, the counties select a total of fifteen (15) private sector members. The County Commissioners, working with the Chambers and LWDB staff make an effort to align the private sector representation with the Industry Clusters identified for the two county areas. Appointment and re-appointment letters are mailed to the selected individuals and a copy of that letter kept on file at West Central Job Partnership, Inc. Corporate Office. When appointing other mandated members to the Board, the County Commissioners consult with the appropriate group in the local area for nominations. These groups recommend representatives from local central labor councils, community-based organizations, local economic development agencies, local educational entities and other mandatory members. When two representatives are required, each county selects a representative to the Board. The Chief Elected Official (CEO) appoints the WIOA Title I representative. Initially the Board appointments are for two, three or four-year terms.

After the initial appointments, the Board terms are for a three-year period and are staggered, with approximately 1/3 of the Board up for re-appointment each year.

Executive Committee is composed of the four WCWDB officers, the past Chair and up to four additional Board members selected by the WCWDB chair, the Executive Committee acting as the liaison to the Local Elected Officials (Governing Board), are empowered to act on time-sensitive issues between LWDB meetings, and its members usually chair various LWDB subcommittees. Any issue acted upon by the Executive Committee will be placed on the agenda for the next regularly scheduled Workforce Development Board meeting for a motion to ratify the action taken by the Executive Committee. The Executive Committee will also oversee the Community Outreach strategies for the WCWDB and PA CareerLink® centers.

Finance Committee is composed of the members of the Executive Committee discussed above and the Chair and Vice-Chair of the Governing Board. The Finance Committee members review the Title I WIOA allocations, the PA CareerLink® budgets and expenditure reports and provide oversight on the funding resources to be allocated to ITAs, OITs, incumbent worker training and other training initiatives.

Youth Committee recommends a strategic approach to reaching out and reintegrating out of school youth to the world of work and focusing younger youth on careers and opportunities for employment sustainability.
One-Stop/Operations Committee recommends a strategic approach to connecting community organizations, educational institutions and businesses to the public one-stop workforce system. The One-Stop/Operations Committee will meet regularly with the One-Stop operator for discussion and input regarding the daily operations and strategic goals of the PA CareerLink® system.

Individuals responsible for duties related to equal employment opportunities and civil rights protections are:

Cynthia Myers, EO Officer  
West Central Workforce Development Area 217 West State Street, Third Floor  
Sharon, PA 16146  
724.347.7855 Ext. 308  
cmyers@wjcp.org

John Bunnell, EO Liaison  
PA CareerLink® Mercer County 217 West State Street  
Sharon, PA 16146  
724.347.9257 Ext. 202  
jbunnell@pa.gov

Stacie Harmon, EO Liaison  
PA CareerLink® Lawrence County 102 Margaret Street  
New Castle, PA 16101  724.656.3165 Ext. 216  
sharmon@wcjp.org

3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?

The following programs work collaboratively to provide an array of employment services and to connect customers to work-related training and education directly in the PA CareerLink® offices or by referral (the six core programs identified by WIOA are shown in bold):

- WIOA Title I Adult - WCIP Program Division  
- WIOA Dislocated Worker – WCIP Program Division  
- WIOA Youth – WCIP Program Division  
- WIOA Title III Wagner Peyser – Bureau of Workforce Partnership and Operations (BWPO) merit staff  
- WIOA Title III Trade Adjustment Assistance (TAA) – BWPO merit staff  
- Jobs for Veterans State Grant, Veterans and Disabled Veterans – BWPO merit staff  
- WIOA Title IV Rehabilitation Act – Office of Vocational Rehabilitation (OVR)  
- WIOA Title II Adult Education and Literacy – Adult Literacy Lawrence County (ALLC), Grove City Education Center for Adults (GCECA), and Butler County Community College (BC3) as fiscal agent for both counties  
- Community Services Block Grant – Lawrence County Community Action Partnership and Community Action Partnership Mercer County  
- Senior Community Service Employment Program – PathStone Corporation
All required federally mandated programs have entered into the One-Stop Partner Memorandum of Understanding for these PA CareerLink® centers. Career services for WIOA Title I Adult, Dislocated Workers and Youth as well as access to training services through Individual Training Accounts (ITA) are provided here. Career services under Wagner-Peyser, chapter 41 of Title 38 United States Code (Veterans Programs), Unemployment Compensation and Trade Act Programs are present. Career services under the Community Services Block Grant, Title I of the Rehabilitation Act of 1973 and TANF Employment and Training Programs as well as Title II Literacy Programs are also available. Career services can be accessed for Title V of the Older Americans Act.

Core program providers (WIOA Adult, Dislocated Worker and Youth; Wagner Peyser; Adult Basic Education; and Office of Vocational Rehabilitation) continue to meet on a regular basis to: coordinate and align program services to meet the needs of eligible individuals. Supervisors meet to discuss program services and how they are integrated into PA CareerLink® activities. Front-line staff meets every morning to review job orders and scheduled activities for the PA CareerLink® for the day. Weekly meetings are held for front line capacity training for partner agency staff to learn about specific programs and services.

Collaboration with Each Partner

The One-Stop Operator convenes meetings with the PA CareerLink® Site Administrators and the One-Stop Committee (comprised of the mandatory partners and several WCWDB members) on a quarterly basis to review the overall operations of the PA CareerLink® centers. The One-Stop Committee reviews performance and plans, and then makes recommendations of the delivery of career services. The One-Stop Operator and Site Administrators coordinate with any appropriate committees of the WCWDB. The One-Stop Operator and Site Administrators attend the WCWDB meetings and address any questions raised by Board members related to delivery of services. PA CareerLink® partners periodically attend the WCWDB meetings to discuss programs and services offered by their organizations.

Several mandated partners are not located in the local workforce development area (Job Corps, Youth Build) or not funded for programs in the local area (Second Chance Act, Career and Technical Education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006, employment and training activities carried out by the Department of Housing and Urban Development). These partners, as well as other community-based organizations, participate in local workforce development activities in a variety of ways in partnership with the WCWDB, the One-Stop Operator, and the Site Administrators. Examples of participation include:

- Pittsburgh Job Corps has regular monthly recruitment sessions;
- PA District Probation and Parole holds monthly meetings/classes for individuals recently released from prison to introduce them to all PA CareerLink® services and activities;
- Butler County Community College schedules occasional classes (such as pre-manufacturing certificate course) at the PA CareerLink® centers;
- WCWDB facilitated a meeting between the Mercer County Housing Authority (HUD agency) and the New Castle School of Trades that resulted in six Housing Authority employees receiving training and certifications to handle refrigerants at little cost to the agency.
One-Stop Operator’s Functional Relationships

West Central Job Partnership, Inc.’s corporate board consists of the six Local Elected Officials (LEOs). The One-Stop Operator reports directly to the Secretary/Treasurer of WCJP Inc.’s corporate board. The One-Stop Operator convenes regular meetings with the PA CareerLink® partner agencies to discuss customer flow and delivery of all workforce development services in the local area. The One-Stop Operator coordinates the service delivery of required partners and service providers. Within that role, the One-Stop operator is responsible for ensuring that the integrated service delivery system at the PA CareerLink® centers support the WCWDB policies related to oversight and implementation of the One-Stop delivery system. Additionally, the One-Stop Operator is responsible for ensuring that the service delivery system at the PA CareerLink® centers fully integrates the products, protocols, and quality standards that conform to the Commonwealth of Pennsylvania’s State Plan.

Alignment with Regional and State Plans

The WCWDB is fully committed to implementation of the four goals presented in the Keystone Edge Regional Plan in partnership with the Northwest Pennsylvania Workforce Development Board. To ensure alignment with the regional plan and support of the state plan, current priorities for implementation include:

- Collaboration between the two local boards on Next Generation Industry Partnership proposals that engage employers on a regional basis;
- Establishment of sector-based employer advisory committees on a regional basis to provide consistent input on career pathways to all education and training providers;
- Coordinate a regional awareness campaign in the region;
- Establishment of a communications structure between the two workforce development boards at both the leadership level for strategy development and the operations levels for consistent quality of customer services; and
- Empowerment of conveners for region-wide development of policies, procedures and tools for coordinated and streamlined customer services for employers, job seekers, and students in the region.

3.3. How will the local board work with the entities carrying out core programs to:

- Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.

The local workforce development system described above identifies the six core programs mandated by WIOA. The LWDB will continue to work to align investments in workforce, education, and economic development to regional in-demand jobs. The WCWDB strives to reinforce the partnerships and strategies necessary for one-stop centers to provide job seekers and workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce. The WCWDB is interlocked with the area’s key education and training institutions at multiple levels.

The WCWDB provides oversight and guidance to one stop program staff to explore and integrate strategic options for cross program utilization whenever possible. For instance, individuals who are both WIOA and OVR eligible receive coordinated services to enhance benefits and conserve resources. Thus, tuition may be paid by WIOA Title I and books and supplies by OVR thus maximizing benefits to the client and
minimizing cost to both programs. Likewise, individuals eligible for Trade Adjustment Assistance (TAA) and Trade Readjustment Act (TRA) programs are dual enrolled into WIOA Dislocated Worker Programs to receive assessment, supportive services or training services as appropriate once again maximizing benefits while minimizing cost. Referrals are taken for WIOA services for Veterans, individuals receiving Unemployment Compensation, Older Workers and other populations. In addition, all WIOA participants are required to apply for other grants for which they may be eligible: Pell; PHEAA; work opportunity grants; cultural diversity grants that are offered at some universities, etc.

Validation of Eligibility

WIOA Title I staff meets with applicants interested in obtaining WIOA services to complete the application and collect supporting documents to verify WIOA eligibility. The WIOA on-line application is saved in CWDS in pending status and the supporting documents are forwarded to the Data Manager. The Data Manager reviews all documents and determines whether individuals are eligible to receive WIOA services. When telephone verification or self-attestations are utilized the Title I staff must include a case note of all attempts to review documents for data validation purposes and explain the reasons the documents were not available for inspection. The telephone verification or self-attestation form and Title I staff case notes will be reviewed and approved by the Program Division Chief. If eligible, the Data Manager sends an email to the appropriate Title I staff to confirm all programs (Adult, Dislocated Worker and/or Youth) for which the participant is eligible to receive WIOA services. The application and supporting documents are forwarded to the Administrative Division to be kept in the active WIOA files until the participant is terminated from WIOA services.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator.

➢ Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).

Career services in the PA CareerLink® centers will include career research activities that illustrate career pathways to family sustaining jobs in the local area as well as the on- and off-ramps to the education/vocational training and the credentials that can be obtained along the pathway. A recent six-million-dollar Workforce Innovation Fund grant award by the Department of Labor (DOL) Employment and Training Administration to the West Central Workforce Development Area (WDA) for a consortium that included two Ohio WDAs, to develop and expand a career pathways strategy for the advanced manufacturing sector based upon industry recognized credentials. Specific functional skills were identified within targeted critical high priority occupations which tie to a nationally validated credential. This information was disseminated to schools and training institutions to align curricula based upon industry need and open further discussion aimed at the recognition of the stackable credentials that lead to advanced education credit which converts to associate and bachelor degrees. Several local education facilities, including secondary career and technical education centers as well as post-secondary schools have introduced new training courses in manufacturing. The WIF grant also afforded opportunities to increase awareness of career pathways to youth, parents and schools through job fairs, internships, paid work experiences that will facilitate individuals in navigating through the educational and training terrain to obtain jobs and career maps by which workers can advance within the sector. The focus of this five county WIF project was to expand a career pathways strategy for the advanced manufacturing sector based upon increasing obtainment of industry recognized credentials by aligning private sector expectations with educational institution curriculum focus aiming trainees toward nationally validated recognized credentials.
for high priority occupations in advanced manufacturing. These professional development opportunities introduced counselors to modern manufacturing facilities and career pathways within the industry.

Coordination with WIOA Title II Providers

The WCWDB and PA CareerLink® centers work very closely with the West Central Adult Education Coalition (WCAEC) which includes Adult Literacy Lawrence County (ALLC), Grove City Education Center for Adults (GCECA), as well as Keystone Community Education Council which is an education institution advocacy group. Two WIOA Title II providers are co-located in the PA CareerLink® centers and offer daily adult education classes and instruction: Grove City Education Center for Adults (GCECA) in Mercer County; and Adult Literacy Lawrence County (ALLC) in Lawrence County; Butler County Community College is WIOA Title II fiscal agent for both counties. Staff from the co-located WIOA Title II providers attend the morning meetings as well as the weekly capacity building meetings. The supervisors of these agencies are included in the monthly PA CareerLink® center supervisor meetings. The Director of ALLC is also a WCWDB member and all three WCAEC agencies are members of the WDB’s standing youth committee.

3.4. What strategies will be implemented in the local area to improve business/employer engagement that:
   ➢ Support a local area workforce development system that meets the needs of businesses in the local area;

Plans have been put into motion to increase engagement with business, industry, economic development and community-based organizations. The driver clusters of manufacturing, health care, building trades and transportation and logistics are regularly engaged and facilitated through organized industry partnership meetings. This can be described as the wholesale engagement approach which deals with the sector as a whole. A retail engagement of employers is undertaken by the PA CareerLink® which seeks to provide employment services on an individual basis. Thus, when a specific need such as recruitment or assessment is brought to someone’s attention, the PA CareerLink® centers’ Business Service Team members notify the site administrator and an action plan is organized with the employer. The site administrators, along with LWDB representatives meet quarterly with economic development agencies both local and regional along with members of the Industrial Resource Center, Gannon University Small Business Development Center and local chambers of commerce functioning in the two-fold capacity as West Central area sub-committee of the Partnership for Regional Economic Performance (PREP) and the local workforce area’s WCWDB/PA CareerLink® Business Services Action Team that takes a more regional and less tactical approach to business services. This group discusses and devises strategic responses to business services on a more macro level. Through the combination of the wholesale and retail engagement strategy, the LWDB is provided macro and micro information regarding trends and challenges relevant to workforce needs in the West Central two county jurisdiction. Community based organizations and education are likewise engaged at both the retail and wholesale levels within the PA CareerLink® and on the WCWDB to maintain the strategic goal of two-way communication ensuring that information flows into and out from the workforce development system.

As a core partner, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. The LWDB will continue to work with OVR representatives to enhance coordination of services.

The Employer Advisory Council (EAC) at the PA CareerLink® Lawrence County is a network of Human Resource Representatives, business representatives and employers who work with the PA CareerLink® in many ways – i.e.: posting job orders, participating in job fairs, inquiring about labor market information,
utilizing local and/or regional resources for hiring or training needs. The EAC meets monthly and focuses on current HR topics and services and trainings available through PA CareerLink® partners and community resources. Attendees are regularly asked for feedback on current services and surveyed for business needs, future meeting HR topics and speakers. The PA CareerLink® Mercer County has replicated the EAC model for Mercer County and is holding monthly meetings with similar topics, training sessions and services listed above.

The PA CareerLink® Employment Service staff and Business Service Team (BST) members are briefed on customized and OJT program guidelines and make businesses aware of possible funding opportunities and eligibility requirements. Additionally, individuals participating in PA CareerLink® group orientations at the Centers are given information on OJT training to market themselves during their active job search. PA CareerLink® staff conducts outreach through employer visits and disseminate information on incumbent worker training, Customized Job Training, paid work experience opportunities, and OJT. BST works with economic development agencies to leverage Governor’s outreach funds for business attraction coupled with OJT.

The WCWDB fully embraces and supports the employer-engaged, demand-driven processes specified in WIOA and further defined by the Commonwealth in the Next Generation Industry Partnership structure. This local plan and the WIOA Regional Plan include goals for engaging employers on a sector basis as full partners in training via development of training curricula and work-based learning to supplement classroom training. By utilizing career pathways as the language of the system, all partners collaborate to respond to the needs and opportunities identified by employers in a sector. The WCWDB has a proven record, as a partner in the OH-PENN bi-state coalition, in implementing the Business Resource Network model where multi-agency solutions are created to address needs of employers. The WCWDB currently has pending proposals for Next Generation Partnership funding that will assist in achieving its sector-aligned goals. A key component of the “employer toolbox” is coordination with the Rapid Response staff and resources, as employers are quickly connected to the Rapid Response services if needs include re-deployment of their workforce as a result of economic conditions and other factors.

- **Manage activities or services that will be implemented to improve business engagement;**

The US Department of Labor recently awarded a $2.9 million American Apprenticeship Grant to West Central Job Partnership, Inc. to build The Greater Oh-Penn Manufacturing Apprenticeship Network. The Network is comprised of five industry-led sector partnerships including 137 very actively engaged businesses (Mahoning Valley Manufacturers Coalition, Erie Regional Manufacturer Partnership, Advanced Materials Manufacturing Industry Partnership in NW PA, and Portage County Manufacturers Coalition); five Workforce Development Areas (WDB Areas 17, 18, & 19 in Ohio; NW PA WDB Area; and West Central PA WDB Area) as well as the Ohio Apprenticeship Council, the PA Department of Labor & Industry, multiple community colleges, universities, career and technical centers, Adult Basic Education providers, and other partners through the American Job Centers. The Network includes 14 contiguous counties on the border of Pennsylvania and Ohio: Lawrence, Mercer, Erie, Crawford, Venango, Clarion, Warren and Forest in PA and Trumbull, Mahoning, Columbiana, Portage, Geauga, and Ashtabula in Ohio. The Network aims to markedly increase manufacturer’s ability to meet their needs for high-skilled and credentialed employees and willingness to use customized registered apprenticeship models. The Network will focus on methods to ease the apprenticeship process for manufacturers by creating a multi-employer group sponsorship apprenticeship platform and streamlining apprenticeship and employee candidate recruitment, assessment, and pre-screening operations with different service providers and “on- ramps,” facilitating the process of matching appropriate candidates with manufacturers’ needs.
Working strategically to leverage the best and most effective resources to help the region’s businesses and workers succeed, our regional business retention and expansion network is committed to fully aligning individual economic development and workforce development programs within the context of strong regional collaboration and goal setting. The fundamental purpose of the network is to significantly enhance the regional capacity of the economic and workforce development partners to collaboratively market and deliver true demand-driven business services. This strategy includes partnerships of/between employers, training providers, PA CareerLink® centers, community organizations, and other key stakeholders, the formation of customized economic development and workforce solutions, and dual goals of promoting competitiveness of industries and advancing the employment and job quality of workers.

To assure that the mission is accomplished, the Board and its staff align and utilize all available resources to support local workforce and economic development efforts to retain and attract business in the region. Joint planning with regional and local economic development organizations is crucial to maximizing and leveraging the resources necessary to develop a high-demand skilled workforce in support of business and industry’s workforce needs. Toward this end WCJP looked to build on and expand the relationships it has developed with key economic development partners in order to construct proactive approaches.

Over the past year, WCJP has worked in cooperation with Lawrence County Economic Development Corporation (LCEDC), Penn-Northwest Development Corporation, and Greenville-Reynolds Development Corporation on the following new initiatives:

- Develop and promote Next Gen Manufacturing Industry Partnership for Northwest PA
- Grow and expand pre-apprenticeship and manufacturing readiness programs
- Lunch & Learn Speaking engagements to educate business customers on available workforce incentives and service offerings

Further, WCJP assisted lead economic development agencies in Lawrence and Mercer Counties in five unique business attraction opportunities in service to manufacturing, warehousing and distribution and gaming/casino projects for which locations in Lawrence and Mercer Counties were being considered as leading candidates. For each of these projects, WCJP supplied workforce data to assist economic development partners in their comprehensive response to site selectors’ request for information (RFI) questionnaire. On one occurrence, it was WCJP who identified the business looking to expand operations from abroad into Mercer County and referred this business to the lead economic development agency to lead the business attraction project.

Working with economic development partners, WCJP developed a template of packaged materials relevant for any/all such requests. Materials included those metrics most often requested during the site selection process as well as customized add-ons. Basic demographic information, industry and occupational analysis, employment and wage data, as well as growth projections, for example, were all included as part of this process. WCJP often met in person with Site Selection firm and/or business representatives alongside local economic development staff, local elected officials, municipalities, school districts, utility providers and other firms. During these roundtable discussions, WCJP reviewed data, provided an inventory of workforce program offerings and training incentives, and answered questions. Finally, WCJP provided a written proposal which outlined the resources available as well as the estimated value of selected services to be provided during the inaugural year as well as each subsequent year. This report was often modified to provide other customized workforce data and add-ons as requested.

These examples demonstrate the confidence that economic development and WCJP have in one another to proactively respond to the needs of business as well as our commitment to improve the connection and...
responsiveness of workforce programs to meet the demand side of the labor market and support and spread practices that create jobs that pay.

- Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and

Two recent skills gap analyses were conducted, the Oh-Penn Pathways to Competitiveness Skill Gap Analysis Report, under the Workforce Innovation Fund (WIF grant), which encompassed Lawrence and Mercer Counties in Pennsylvania and Mahoning, Trumbull and Columbiana Counties in Ohio, and a more recent analysis, the Northwest Commission Regional Skills Gap Analysis, encompassed 14 contiguous counties on the border of Pennsylvania and Ohio: Lawrence, Mercer, Erie, Crawford, Venango, Clarion, Warren and Forest in PA and Trumbull, Mahoning, Columbiana, Portage, Geauga, and Ashtabula in Ohio. The WIF grant analysis identified a total of 32 employers in each of the five counties expressed a need for training production workers, however only two programs were identified, one each in Mercer and Trumbull Counties. The NW Commission’s report stated that manufacturing employers “reported the most difficult positions to fill in the manufacturing industry are front-line positions including: (1) Production Workers, (2) Machinists, and (3) Laborers and Material Handlers.

The WIF grant provided funding for a workshop designed to help high school and adult career center instructors redesign their curriculum to align with industry recognized credentials like NIMS and Manufacturing Skill Standards Council’s (MSSC) Certified Production Worker (CPT). Five (5) career and technical education centers attended the workshop where instructors received assistance to create new lesson plans and activities that could be introduced to classrooms immediately. WIF monies were also utilized to provide MSSC Instructor Training to 15 career and technical education instructors to become MSSC certified to teach the CPT curriculum in their high school or manufacturing readiness programs. Nine instructors are pursuing the optional Green Production Instructor certification.

The NW Commission Regional Skills Gap Analysis findings include: “numerous employers in the (manufacturing) industry report difficulties in finding qualified candidates to hire for open positions. Approximately twenty-one out of twenty-five respondents (84%) rated finding qualified candidates as a 3 or 4 (an ongoing or significant challenge). Furthermore, the majority of employers (52%) reported replacing existing workers is a challenge, perhaps due to an ongoing issue of finding qualified candidates.” The professional development opportunities for teachers and instructors outlined above as well as the addition of CPT programs (described in 3.1) is expected to help create a talent pipeline of skilled individuals who will be able to meet the hiring needs of manufacturing employers and fill the skill gap identified in the two reports.

The economic development agencies in the LWDA are part of the Workforce Development Agency’s wholesale level, two-tier approach in the PA CareerLink® centers as described in 3.4 A. above. As part of this approach and as members of the LWDB the economic development agencies stay well informed of the PA CareerLink® partner agencies missions and services offered. To demonstrate this awareness and connectivity, Penn-Northwest Development Corporation (the economic development agency in Mercer County), was working with a Canadian company who was searching for an industrial setting to open a new US division of their company. The company is a provider of engineered turnkey industrial noise reduction solutions for oil and gas, mining, power and aerospace industries and was looking at sites in Ohio and PA to locate the new business. Penn-Northwest Development Corporation made the necessary connections with the PA Governor’s Action Team and introduced the employer to the LWDB and PA CareerLink® services. West Central Job Partnership, Inc., the Title I WIOA provider (formerly WIA) met with the company officials and provided job training to new hires via On the Job Training contracts which reimbursed the employer
50% of the new hires’ wages.

- Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.

Profiled Unemployment Compensation (UC) recipients receive a letter from the UC office providing information about PA CareerLink® centers and services available to unemployed individuals. A second letter is sent to profiled UC recipients notifying them that they are required to register to attend a mandatory Reemployment Services & Eligibility Assessment (RESEA) orientation which details the PA CareerLink® and services. This orientation includes a group session as well as one on one meeting with the RESEA Coordinator and WIOA Title I staff who will explain programs and funding available through the WIOA programs.

Each PA CareerLink® center facilitates monthly Employer Advisory Council (EAC) meetings on various topics that are important to employers. The EAC is a network of Human Resource Representatives, business representatives and employers who work with the PA CareerLink® centers in many ways – i.e. posting job orders, participating in job fairs, inquiring about labor market information, utilizing local and/or regional resources for hiring or training needs. The EAC meets monthly and focuses on current HR topics and services and trainings available through PA CareerLink® partners and community resources. Attendees are regularly asked for feedback on current PA CareerLink® center services and surveyed for business needs, future meeting HR topics and speakers. The Office of UC Service Center Sections have been invited to speak at the EAC meetings and other ½ day seminars on UC topics and employer rights and responsibilities.

3.5. How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services?

On the regional economic development level, the Northwest Pennsylvania Regional Planning and Development Commission, i.e., the Local Development District (LDD) which includes Lawrence and Mercer Counties, has included LWDB representation on the consortia sub-committee for the Partnerships for Regional Economic Performance (PREP) thereby linking the workforce development system operative in this jurisdiction with other core service providers of Business Services such as the Northwest Industrial Resource Center (NWIRC), Gannon University and Duquesne University Small Business Development Centers (SBDC), The Ben Franklin Technology Partners of Central and Northern Pennsylvania and Catalyst Connection SWIRC). The West Central LWDB also has representation on the Northwest Commission’s Regional Comprehensive Economic Development Strategic (CDES) Planning Committee to insure two-way information flow and inclusion of workforce development expertise in the planning product. On the local level, the two county economic development agencies, i.e., Penn Northwest Development Corporation and Lawrence County Economic Development Corporation, as well as the LDD, are part of the PA CareerLink® Business Service Action Team (BST) for the West Central LWDA and have seats on the workforce development board. The BST meets on a quarterly basis and provides info and access to one stop center staff regarding available programs such as Keystone Opportunity Zones, Single Applications for Assistance, Liberty and Commonwealth Financing Authority, Federal Contracting and International Marketing.

It is projected that these strategies of integrated planning and program development will allow for a targeted effort to design a mix of services to employers and job seekers that will combine work-based learning with on-the-job training and incumbent worker/customized training to set pathways within
participating companies of industries critical to local and regional economic development. The US DOL American Apprenticeship grant will assist in the seeding of registered apprenticeships in advanced manufacturing that will serve as a template for other industries such as health care and building trades. Chambers of Commerce, economic development agencies and labor union training councils will act as intermediaries across union and non-union companies to accomplish this goal. Community based organizations will assist with recruitment of underserved populations and priority groups of emerging workers.

Key to performance accountability, economic growth and self-sufficiency is rapid attachment and integration of underserved, underemployed, and disconnected job-seekers into employment both transitional and 1st step with maximal upfront support systems as well as rapid reengagement of dislocated workers into skills upgrade and/or reemployment. Industry-recognized certification validated by standard educational criteria will increase attainment for emerging, dislocated, and incumbent workers, increased wages and industry productivity.

The local WDB will promote entrepreneurial skills training and microenterprise services by connecting and referring interested individuals to the Small Business Development Centers (SBDC): Gannon University SBDC and Duquesne University SBDC. Gannon SBDC offers a three-hour start-up essentials workshop covering the basics of starting a business. New business start-ups and entrepreneurs without previous business experience are encouraged to attend one of the Gannon SBDC’s First Step Workshops before meeting with one of their consultants. Other resources and services offered include: assistance in developing a business plan; information on buying and selling a business; funding opportunities; growing an existing business; and more. Duquesne’s SBDC offers a similar program called First Step – Business Essentials. During this workshop, important topics will be covered such as: Business Structure and Formation; Fictitious Name Registration; Insurance; Environmental Concerns; Financing Options; Taxation Requirements; Major Components of the Business Plan; Financial Statements & Projections. Currently these workshops are offered at the Chambers of Commerce in Greenville, PA (Mercer County) and New Castle, PA (Lawrence County). The WDB staff will coordinate with the PA CareerLink® Operator and Site Administrators to explore the other services offered by the SBDCs to determine if other workshops could be offered at the PA CareerLink® centers. Butler County Community College (BC3) has an Entrepreneurship Workplace Program that offers a 16-credit certificate. Students that obtain the certificate will be prepared to launch or enhance a successful business venture or could use it to continue with academic studies in acquiring a post-secondary degree.

4. **OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System**

4.1. *Provide a descriptive overview of the local area workforce delivery system, including key stakeholders and entities in the local area.*

WIOA required the One Stop Operator be competitively procured and in place by July 1, 2017. WCJP’s Administrative Division issued a Request For Proposal (RFP) on February 16, 2017. The RFP was posted on WCJP’s website. A bidders notice was emailed to all Workforce Development Board members, Local Elected Officials, 30 local organizations and published on two occasions in local newspapers. One proposal was received from WCJP’s Operations & Special Projects Division by the deadline of March 31, 2017. WCJP’s Administrative Division procured an independent third-party consultant to review and rate the sole proposal. The proposal was deemed to have met the requirements of the RFP and all State and Federal requirements.
A cost analysis was determined the price quoted in the proposal met the “fair and reasonable” standards. The consultant also compared the proposal and RFP with three (3) other RFPs from LWDBs nationwide to assess the services required with the budget provided. The submitted proposal proved to be fiscally aligned and beneficial to the board. The LWDB awarded a contract/Memorandum of Understanding (MOU) to WCJP’s Operations & Special Projects Division to act as the One Stop Operator in Lawrence and Mercer Counties effective July 1, 2017 through June 30, 2018 with the option for renewal for three additional one-year periods.

The Grant Recipient’s procurement system has been developed to promote fair and open competition among providers. WCJP may utilize any one of the procurement methods including: micro-purchasing, small purchase procedures, competitive proposals and noncompetitive proposals. The GR will use the RFP procedure for the procurement of training programs over $150,000.

The WCWDB staff attends various meetings hosted by key stakeholders and advocacy groups. An example would be WDB staff attendance at a Plastic Industry Summit held at Penn State University – Behrend campus. The Summit was hosted by the Keystone Community Education Council and the NW PA Oil and Gus HUB Taskforce. The purpose of the meeting was to launch an industry-led partnership utilizing the Next-Gen sector partnership format which was facilitated by Francie Genz. Francie Genz is a senior consultant for Collaborative Economics where she advises practitioners and policymakers on workforce and economic development strategies. Francie specializes in “next generation sector strategies” that strengthen regional economies and align workforce development and economic development efforts with the needs of key industry sectors.

Another meeting hosted by the Keystone Community Education Council attended by WDB staff was the Energy Infrastructure Seminar in June 2017. This seminar focused on the Shell Pipeline Company’s cracker plant under construction in Monaca, PA, just south of the LWDA. The WDB strives to stay abreast of emerging or expanding industry clusters in the region to facilitate discussions regarding new jobs and the required skill sets with local businesses and/or local training providers.

Ongoing collaborations within the context of the Oh-Penn collaborative include:

**Oh-Penn Competitiveness Council**

The Oh-Penn Competitiveness Council is comprised of a representative from Business, Economic Development, Education, Labor, and Workforce Development from each of the three represented Workforce Development Areas in PA and Ohio. The role of the Competitiveness Council is to:

- Provide strategic guidance and leadership for the Oh-Penn Region’s talent development by facilitating the alignment of workforce development, economic development, and education within the five counties
- Cultivate/ Facilitate new partnerships and collaborations within the region to achieve strategic goals
- Monitor/ Publicize key metrics for workforce and economic development on a regional basis
- Prioritize actions based on regional data analysis
- Build sector-based strategies within the Oh-Penn Region
- Advocate for new funds & changes in laws or regulations needed to streamline processes and procedures within OH One-Stops/ PA CareerLink® centers
- Oversee the maintenance of the regional asset map – identify linkages between assets that may
not be fully engaged/ leveraged
• Track the success and account for multiple funding sources and programs.

**American Apprenticeship Initiative**

The Greater Oh-Penn Manufacturing Apprenticeship Network is a system of industry partnerships, the public workforce system, and education and training providers focused on increasing the number of registered apprenticeships available in the region. Comprised of stakeholders from two states, five workforce areas, and 14 counties, the network is demonstrating how strong, regional partnerships can break through silos, aligning systems and resources to better meet business and job seeker needs. The goals of the Network are to:

1. **Markedly increase Greater Oh-Penn region manufacturers’ ability to meet their needs for highly skilled and credentialed employees and willingness to use customized registered apprenticeship models.**
2. **Streamline apprenticeship and employee candidate recruitment, assessment, and pre-screening operations with different service providers and “on-ramps,” facilitating the process of matching appropriate candidates with manufacturers’ needs; and**
3. **Increase representation of target populations in registered apprenticeship programs in the region, particularly veterans and foster children transitioning into adulthood, ultimately improving their long-term prospects for stable employment and self-sufficiency.**

4.2. **Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).**
Partners and their roles are shown below:

<table>
<thead>
<tr>
<th>Partner Program</th>
<th>Partner Organization</th>
<th>Roles &amp; Services Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Title I Adult</td>
<td>WCIP Admin Division (partner)</td>
<td>In accordance with the Workforce Innovation and Opportunity Act (WIOA) West Central Job Partnership, Inc.’s Administrative Division is a mandatory partner of the PA CareerLink® system. WCIP’s Administrative Division focuses on the delivery of Career Services in which there are 3 types; basic, individualized, and follow up. WCIP’s Basic Career Services programming will include: Determination of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs, including co-enrollment among these programs. Outreach, intake and orientation to information and other services available through the one-stop delivery system including TANF assistance. Initial assessment of skill levels, including literacy, numeracy, English language proficiency, as well as, aptitudes, abilities (including skills gaps), and supportive service needs. Labor exchange services, including Job Search and placement assistance, and when needed by an individual, career counseling including the provision of information on in-demand industry sectors and occupations; information on nontraditional employment; information from career profiles and interest inventories, and referrals to other programs and services as needed. Provide Labor Market Information, skills needed for high priority occupations, earnings for local occupations, and training providers available in the local area, as well as, the projected cost to attend training. Providing information and referrals on available supportive services including child care, child support, medical or CHIP program, SNAP/TANF cash referral, housing, clothing and transportation provided through other programs. Assistance is also given with information needed to apply for financial aid assistance for training and education programs. Referring participants to the UC system for guidance in filing a claim. Individualized Career Services programming will include: Comprehensive and Specialized Assessments which can include diagnostic testing, in depth interviewing and evaluation to identify employment barriers and employment goals, development of an Individual Employment Plan, group counseling, individual counseling, career planning, short term pre-vocational services such as learning skills, communication skills, interviewing skills, punctuality, and personal maintenance. Work Based Learning opportunities that are linked to career pathways such</td>
</tr>
<tr>
<td>WIOA Title I Dislocated Worker</td>
<td>WCJP Admin Division (partner) WCJP Program Division (provider)</td>
<td>Same services as Title I Adult</td>
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<tr>
<td>WIOA Title I Youth</td>
<td>WCJP Admin Division (partner) WCJP Program Division (provider)</td>
<td>Same services as Title I Adult. Youth are mainstreamed through the regular PA CareerLink® processes and activities and appropriate referrals to other programs and services are made. Initial assessment of skill levels, including literacy, numeracy, English language proficiency, as well as aptitudes, abilities (including skills gaps); information from career profiles and interest inventories; provide Labor Market Information, skills needed for high priority occupations, earnings for local occupations, and training providers available in the local area; comprehensive and specialized assessments which can include diagnostic testing; career planning; short term pre-vocational services such as learning skills, communication skills, interviewing skills, punctuality, and personal maintenance; referrals to Financial Literacy services</td>
</tr>
<tr>
<td>WIOA Title II Adult Education</td>
<td>Adult Literacy Lawrence County, Grove City Education Center for Adults, Butler County Community College (BC3) is fiscal agent for both counties</td>
<td>Adult Education and Family Literacy Act (AEFLA) Program. Adult Basic Education &amp; General Education Diploma (GED) instruction. The PA CareerLink® centers will seamlessly offer adult basic education training to individuals who need to obtain their GED or upgrade their basic skill levels. Referrals will be made to the adult education training providers co-located in the PA CareerLink® centers or to other adult education training provider locations closer to the individual’s residence.</td>
</tr>
<tr>
<td>WIOA Title III Wagner Peyser</td>
<td>BWPO</td>
<td>Job seeker services: job search &amp; placement assistance; career counseling; development of individual employment plans; case management. Employer services: assistance in developing &amp; posting job orders; referral of qualified job seekers to openings; organizing job fairs. Labor market information is provided to job seekers &amp; employers.</td>
</tr>
<tr>
<td>Program/Mandate</td>
<td>Responsible Entity</td>
<td>Description</td>
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<tr>
<td>WIOA Title IV Vocational Rehabilitation *See note below chart</td>
<td>Office of Vocational Rehabilitation</td>
<td>Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.</td>
</tr>
<tr>
<td>Senior Community Service Employment Program</td>
<td>PathStone Corporation</td>
<td>Authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.) Referrals are made to contractors for program information and assistance. Older individuals are mainstreamed through the regular PA CareerLink® processes and activities. All Title I programs are open to older individuals without bias. Any older individuals determined to be “job ready” will be referred to BWPO staff for job matching and referrals.</td>
</tr>
<tr>
<td>Trade Adjustment Assistance</td>
<td>BWPO</td>
<td>Individuals who meet qualifying criteria may receive; job training, income support in the form of Trade Readjustment Allowances (TRA), job search &amp; relocation assistance allowances; Health Coverage Tax Credit (HCTC) as determined by the Internal Revenue Service (IRS); and for workers age 50 and older, a wage supplement in the form of Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA); employment &amp; case management services.</td>
</tr>
<tr>
<td>Jobs for Veterans State Grants (JVSG)</td>
<td>BWPO</td>
<td>Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C. Specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining employment at a family sustaining wage. JVSG allows Local Veterans Employment Reps to provide employer outreach and promote veterans as job seekers with highly marketable skills and experience.</td>
</tr>
<tr>
<td>Community Services Block Grant (CSBG)</td>
<td>Lawrence County Community Action Partnership</td>
<td>Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.) CSBG agencies provide community engagements services to remove obstacles that block the achievement of self-sufficiency. Contribution to the workforce development system may include: participate on local and regional planning groups; engage in Business Service Teams activities; have print materials available in the PA CareerLink® centers; be linked to local workforce websites on computers; potentially hold meetings at PA CareerLink® centers; conduct joint employer outreach sessions as necessary; and seek to leverage grant funding opportunities.</td>
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<tr>
<td>Temporary Assistance for Needy Families (TANF)</td>
<td>County Assistance Offices Lawrence &amp; Mercer Counties</td>
<td>Authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.) All low-income individuals are referred to the County Assistance Office (CAO) for assistance in removing barriers that may prevent them from attending training or obtaining and/or retaining employment. TANF recipients will also be referred to partner agencies and/or community agencies for assistance in other areas such as drug and alcohol counseling, housing issues, etc. TANF customers and low-income individuals may be referred for WIOA application if more intensive career services are deemed appropriate.</td>
</tr>
<tr>
<td>Unemployment Compensation</td>
<td>BWPO staff assisted</td>
<td>BWPO staff provides some direct assistance to UC claimants and employers at the PA CareerLink® centers. Computers and a dedicated telephone are available for individuals to open claims or telephone the call centers for assistance. The UC Board of Review utilizes space in the PA CareerLink® Lawrence County for UC appeal hearings.</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>BWPO</td>
<td>Early intervention business services that assist workers and employers during the entire business layoff cycle. Rapid Response coordinates layoff aversion and outplacement services for employers and workers impacted by layoffs, plant closures, or natural disasters.</td>
</tr>
<tr>
<td>Foreign Labor Certification</td>
<td>BWPO</td>
<td>H2A (Temporary Agricultural Program) and H2B (Temporary Non-Agricultural Program) help U.S. employers fill jobs while protecting U.S. and foreign workers.</td>
</tr>
</tbody>
</table>

*Note: Per Commonwealth of PA Bulletin No. 00-19-02, effective 7/1/2019, OVR closed the order of selection which creates a waiting list for new OVR customers. Services will continue for current OVR customers with an Individual Plan for Employment (IPE) and Pre-employment Transition Services for students with disabilities. Applications will be accepted by OVR for new customers who will be informed of the Order of Selection and referred to PA CareerLink® services as well as other community services.*
Several mandated partners are not located in the local workforce development area (Job Corps, Youth Build) or not funded for programs in the local area (Second Chance Act, Career and Technical Education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006, employment and training activities carried out by the Department of Housing and Urban Development). These partners, as well as other community-based organizations, participate in local workforce development activities in a variety of ways in partnership with the WCWDB, the One-Stop Operator, and the Site Administrators. Examples of participation include:

- Pittsburgh Job Corps has regular monthly recruitment sessions;
- PA District Probation and Parole holds monthly meetings/classes for individuals recently released from prison to introduce them to all PA CareerLink® services and activities;
- Butler County Community College schedules occasional classes (such as pre-manufacturing certificate course) at the PA CareerLink® centers;
- WCWDB facilitated a meeting between the Mercer County Housing Authority (HUD agency) and the New Castle School of Trades that resulted in six Housing Authority employees receiving training and certifications to handle refrigerants at little cost to the agency.

4.3. How will the local board facilitate access to services provided through the one-stop service delivery system?

It was determined that comprehensive one-stop centers would be located in areas of high population density that also evidence significant unemployment rates in order to place them amidst job seekers needing to reattach to the workforce. Thus, the Mercer site was targeted for the City of Sharon with a population of 14,038 and the Lawrence site in the City of New Castle with 23,273 residents.

PA CareerLink® Mercer County
217 West State Street
Sharon, PA 16146
724.347.9257

Site Administrator: Chris Burger, Extension 200
Hours of operation are 8:30 am to 4:30 pm Monday, Tuesday, Thursday and Friday and 10:00 am to 4:30 pm on Wednesday. The morning hours on Wednesdays are reserved for capacity training for all partner agency staff.

PA CareerLink® Lawrence County
102 Margaret Street
New Castle, PA 16101
724.656.3165

Site Administrator: Eileen Borrelli, Extension 221
Hours of operation are 8:30 am to 4:30 pm Monday, Tuesday, Wednesday and Friday and 10 am to 4:30 pm on Thursday. The morning hours on Thursdays are reserved for capacity training for all partner agency staff.

Both PA CareerLink® centers are available in the evenings by appointment only or as needed and requested by a partner agency.

The EARN program is co-located in both PA CareerLink® centers. EARN participants and other individuals with multiple barriers have full access to all services and activities offered in the PA CareerLink® centers.
Therefore, those with multiple barriers are able to progress simultaneously through a combination of services (EARN for program specific activities; WIOA Title II instruction preparing for GED testing; WIOA Title I for paid work experience; etc.)

Customers may access services through internet connections available through the public library system, local educational agencies, partner agency sites, and business or home computers. In addition, customers may access Title I information services at the comprehensive PA CareerLink® sites. Customers, who require little or no assistance or support, will have self-service access. Staff facilitated assistance, however, will be available on-site for customers who are reluctant or unable to access those services directly.

A customer may also access services through telephone or personal contact with the mandated PA CareerLink® partner agencies. Partners will cross-refer customers, who fail to meet a partner’s eligibility requirements or who request services that are unavailable through a partner’s programs, to the comprehensive PA CareerLink® for enrollment in or access to Title I services or services available through other partner agency programs.

Project SEARCH is a unique OVR sponsored, business led, one-year school-to-work program that takes place entirely at the workplace. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite internship rotations. Project SEARCH is a non-paid internship experience for high school students who meet the following OVR criteria:

- Desire and plan to work competitively in the community at the conclusion of the Project SEARCH program
- 18-21 years of age
- Completed high school credits necessary for graduation but has deferred receipt of diploma
- Agree that the Project SEARCH year will be the last year of student services, and will accept diploma at the end of the school year
- Meet eligibility requirements for Vocational Rehabilitation
- Have independent personal hygiene and grooming skills
- Have independent daily living skills
- Maintain appropriate behavior and social skills in the workplace
- Take direction from supervisors and modify performance
- Communicate effectively
- Be able to use public transportation when available
- Ability to pass screening requirements of UPMC Jameson

The Project SEARCH Steering Committee members include representatives from: OVR, WIOA Title I, Vocational Psychological Services, Cray Challenges, Human Services, and UPMC Human Resources staff.

The Board’s designated EEO Officer monitors PA CareerLink® ADA and EEO compliance every year during regular monitoring of PA CareerLink® services. The Office of Equal Opportunity conducts on-site ADA and EEO compliance monitoring at the PA CareerLink® centers every three years through June 30, 2018. Starting July 1, 2018, the Office of Equal Opportunity will conduct ADA and EEO compliance monitoring at the PA CareerLink® centers yearly.

4.4. How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and
programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities?

The Board requires that the PA CareerLink® centers in Lawrence and Mercer Counties and any affiliated sites are fully accessible to any individuals who may be interested in accessing employment and training services. Currently each site is certified annually for compliance with EO/ADA requirements by the WCWDB and every three years by the Office of Equal Opportunity, PA Department of Labor and Industry. Starting July 1, 2018, the Office of Equal Opportunity will conduct ADA and EEO compliance monitoring at the PA CareerLink® centers yearly.

Overall, the Board promotes full accessibility by requiring that its One-Stop Operator, One-Stop Partners, and Site Administrators:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, such as the Office of Vocational Rehabilitation that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available within the PA CareerLink® sites and throughout the local area and coaching them on how to apply for needed resources.
- Provide access to Propio interpretive services to assist customers with language barriers.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that personnel are fully-trained in usage and application, with assistance from OVR staff.
- Help individuals with disabilities who may require additional assistance with the registration process, making referrals as appropriate to OVR while maintaining access to all services for the individuals.
- Maintain required federal and state notices and postings at all service sites.

4.5. **Describe how the local board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local area employers, workers, and job seekers.**

The WCWDB will continue to work with local employers to identify skill sets that job applicants need but do not possess when interviewed for High Priority Occupation (HPO) job openings. Once skills are identified, the LWDB staff will survey the local schools and training providers in the local area to determine if similar HPO training is available and could be added to the Commonwealth’s ETPL. If HPO training is not available on the State ETPL, the LWDB will meet with the schools or training providers to request they design and develop training that meets the HPO needs of the specific employer or industry cluster. The Board staff will follow the procedures outlined in Workforce System Policy 04-2015, Eligible Training Providers and develop a score card to measure and evaluate employment and earnings outcomes. All information will be entered into CWDS for tracking purposes.
As described in section 2.3 Goal #4, WCJP facilitated a meeting between Medevac Ambulance Service and BC3 to discuss the need for trained EMS professionals. The efforts of all parties led to: (1) BC3’s development of a new 12-week program; (2) the addition of EMT & Paramedics (SOC 29-2041) being added to West Central’s approved HPO list for PY 2019 and; (3) the addition of BC3’s EMT & Paramedics program to WCJP’s approved ETPL for PY 2019.

The Board through regular meetings with various partner agencies (Industry Partnership employers; Board employers; Workforce Innovation Fund Grant’s Competitiveness Council members; PA CareerLink® Operator; etc.) keep their pulse on the needs of local employers. In the past, WCJP conducted a survey of the Advanced Manufacturing Industry Partnership employers regarding their immediate needs for welders. The results of the survey led WCJP to issue a Request For Proposal (RFP) for short term welding training that led to manufacturing industry recognized credentials, such as American Welding Society’s (AWS) Certified Welder credential.

Pre-Apprenticeship and work readiness career pathway projects will focus on skill gaps when identified by local employers or industry clusters such as healthcare and hospitality sectors.

One of the key goals of the Oh-Penn Pathways to Competitiveness Project (funded by a Workforce Innovation Fund (WIF) grant awarded by the US Department of Labor) was to conduct a skills gap analysis in the manufacturing sector to identify specific needs of the current workforce involving both employers and training providers. The training needs of the workforce were matched to what training was being provided. Any ensuing gaps identified would allow for curricula to be aligned with employer needs and, if necessary, for new training to be developed. Regional training providers also participated in the analysis of their current program so that gaps related to employer critical skills needs would be recognized. The survey identified a total of 32 employers in each of the five counties who expressed a need for training production workers but only two training programs were identified: one adult program in Trumbull County in Ohio and one high school program in Mercer County, PA. As a result, several local career and technical education centers are in the process to add Manufacturing Skill Standards Council’s (MSSC) Certified Production Technician (CPT) to their schools’ course offerings.

4.6. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The WOWDB in conjunction with board staff meet periodically prior to each fiscal year to review material obtained through surveys of key industry components, economic development projects both imminent and underway in the local area and contiguous regions as well as assessing reports and interviewing the One Stop Operator, PA CareerLink® Site Administrators, Title I Program Operator and other one stop partner staff in order to provide oversight and recommend program and service modification or alignment. Material under review includes but is not limited to economic and labor market analysis, population demographics and concentration, input from the LWDBs industry partnership groups, reports from chambers of commerce and other business intermediaries as well as studies and guidance by relevant state and federal agencies. Committee findings are brought back to the full LWDB which may result in directing the fiscal agent to allocate funds under its auspices to a particular service or project, establishment of a policy or guidance to the One-Stop Operator for implementation in the PA CareerLink® centers, issuance of a request for proposal (RFP) or invitation for bid (IFB) for a program or service. The Site Administrators act as staff to the One Stop Operator and receive LWDB meeting minutes to insure that the policy and oversight direction of the Board is translated into practical application at the point of service delivery.
Customer (employer and job seeker) primary products and services vary among the basic, individual and training services as follows:

**Employer Services**
- Recruitment assistance and interviewing space
- Internet resume access
- Direct job order placement via the internet
- Training information and assistance
- Labor market information
- Tax credit information
- Technical assistance (ADA requirements, labor law compliance, etc.)
- Updated resource directories
- Orientation to PA CareerLink® system and services
- Applicant screening/testing for jobs
- Referral of qualified applicants
- Hiring Incentives
- Information regarding unemployment compensation law and employer requirements

**Job Seeker Services**
- Orientation to PA CareerLink® system and services
- Internet job search capabilities
- Creating a personal folder
- Assessment of: basic education levels (reading and math); interest and aptitude levels
- Development of an individual employment plan that includes an outline of steps to be achieved to reach the individual’s goals toward education and/or employment
- Information regarding filing claims for unemployment compensation
- Job listings and referral services
- Skill assessment and aptitude testing
- Resume building, interviewing skills and job search assistance
- Career counseling
- Adult education and literacy instruction
- Job readiness instruction
- Work-based learning opportunities
- Occupational skills training
- On the Job Training (OJT)
- Incumbent worker training
- Apprenticeship opportunities
- Evaluation for assistive technology
- Worksite accommodations
- Follow-up services
- Case management services

**Supportive Services**
Supportive services may be available (depending on funding levels) to all WIOA clients based on a needs assessment that is documented in case notes as part of the Individual Employment Plan. Supportive services will be provided on a first-come/first-serve basis as long as funds are available.

Supportive services and the assessment/eligibility include that all clients are enrolled in WIOA funded training:

1. **Needs-Related Payments (NRPs)** – It is determined that attending training incurs a cost to the client for meals as well as transportation expenses. While some clients are employed or are receiving unemployment, others have no income source to maintain their enrollment. Therefore, West Central will provide a Needs-Related Payment to help defray the costs of attending training.

   Eligibility to receive NRPs is different for Adult and Dislocated Workers. Payments will be provided based upon an assessment of the client and his/her income sources documented in the Individual Employment Plan and payable upon documented attendance and progress. All eligibility criteria must be presented and approved prior to administering payment. WCJP reserves the right to cease payments based upon funding restrictions and/or changes in the eligibility guidelines which will render an individual ineligible. For those individuals who must travel more than 2 miles round trip per day a $10 payment will be provided to cover the extraordinary costs of meals and transportation. Transportation needs shall be determined during the initial assessment for payment eligibility.

2. **Car Repairs** – maximum of two payments which combined may not exceed $800 when no other types of transportation is available, are less practical or are more costly. Clients must not be employed under the Act (i.e. OJT, Work Experience, Customized Training, etc.).

3. **Child Care** – up to a maximum of $5,000/client will be reimbursed to licensed day care centers for clients who are not eligible to receive such assistance elsewhere.

4. **Eye Care** – Up to $200 per enrollment for eye exam and glasses.

5. **Uniforms and Tools** – as required by the approved training program.

6. **Health Care** – maximum of two payments, which combined, may not exceed $500 per enrollment year for dental, hearing aids and other emergency health care.

7. **Youth Incentives** are available to youth who meet certain benchmarks or programmatic goals such as receiving a certificate or degree.

All basic, individual and training services are available to all individuals with disabilities, Limited English Proficiency (LEP), and those with significant barriers. Disabilities and barriers are identified by various methods. Some disabilities or barriers such as LEP, missing limbs, etc. can be identified through observation. Referrals of observable barriers will be made to appropriate partner agencies such as literacy providers, OVR, etc. Disabilities and barriers not observed during regular contact with individuals will be identified at various points through the PA CareerLink® service delivery system by various assessments administered, such as Comprehensive Adult Student Assessment System (CASAS); ProveIt; WorkKeys; etc. Again, depending on the barrier and/or disability, referrals will be made to appropriate partner agencies to provide assistance in the elimination of barriers to ensure there is universal access.
to all PA CareerLink® services and activities.

As described in paragraph 4.5 above, the WDB will continue to meet with employers to determine what skills sets may have changed for HPOs in specific industry sectors. The WDB will facilitate discussions with local training providers to determine if current programs can be revised to include instruction to cover the new skill sets needed by local employers. The WDB will also explore whether other programs in contiguous counties offer training programs that could possibly be delivered via electronic means.

The WDB’s Youth Committee is continuing to explore ideas to redesign the youth program activities to develop career pathways in several industry sectors, including: manufacturing; healthcare; building/construction trades; hospitality, leisure & tourism. The WDB will work with employers in the industry sectors identified to determine the skill sets needed for entry-level employees. The idea would be to have youth start in a core curriculum that would include: career exploration to identify an interest in one of the clusters; Worldwide Interactive Network® (WIN®) curriculum; WorkKeys® assessments; National Career Readiness Certificate® (NCRC®); and work-based learning opportunities (paid work or OJT). The core course of instruction will be competency based and individuals will proceed and attain the milestones at their own pace.

Once a participant meets all the benchmarks in the core activity, they will move to instruction and/or activities in a specific industry sector. The manufacturing sector has already been designed to develop entry-level skills that enable graduates to start a career as: Machine Operators; Machinist Apprentices; Quality Apprentices; CNC Apprentices; Assemblers; Maintenance; Press Operators, etc. Class instruction covers: basic shop safety; basic blueprint reading; hand and electronic measuring instruments; quality processes and procedures; manufacturing processes; basic shop equipment operation; introduction to CNC; and industrial fork truck classroom certification. Graduates will earn the following certificates or credentials: OSHA 10; two National Institute of Metalworking Skills (NIMS) credentials; and three National Tooling & Machining Association (NTMA) credentials.

At the conclusion of each industry sector training, participants will determine if they want to be referred to: a full apprenticeship program in the industry sector; apply for a WIOA ITA to attain additional certificates, credentials or college degree; or a Job Developer to explore employment options in the local area (referral to employers with job openings; paid work experience or OJTs). Co-enrollment opportunities will be explored, such as OVR to provide Pre-Employment Transition Services (PETS) program funding for work-based learning opportunities for students with disabilities.

The other industry sectors mentioned (healthcare, building/construction trades and hospitality, leisure and tourism) are in the initial discussion and design phase. The manufacturing pre-apprenticeship program is currently open to any WIOA eligible participant (Out of School Youth, Adult or Dislocated Worker) as will the other industry sector programs once they are designed and implemented.

Once the remaining industry sector programs are designed (the curriculum identified as well as stackable credentials that could be earned) the WDB plans to solicit schools and training providers that are able to provide instruction that leads to the specific industry credentials identified. The WDB will then work to create a Local Training Provider List (LTPL) with input and approval from the Commonwealth. The LTPL process would include designing a system to track enrollments and outcomes of participants attending the local training programs. The WDB staff will design monitoring tools and conduct on-site compliance visits similar to those programs on the State approved ETPL.

It is WCJP’s policy that priority of service will be given to four groups of targeted individuals when
approving individualized career services or training services for WIOA eligible participants. The four groups are as follows: 1) **Veterans and eligible spouses**; 2) other individuals (not veterans or eligible spouses) who receive public assistance; 3) other low income includes individuals; and 4) individuals who are basic skills deficient. Currently the LWDB has not identified a local discretionary priority for another level of priority for services. However, the WDB will periodically review trends of the labor market to determine if new priority groups should be established.

WCWDB does utilize the flexibility to transfer program funds between Adult and Dislocated Worker programs. The WDB via the Administrative Division provides WIOA allocations to the Program Division by title of funding (Adult, Dislocated Worker, and Youth) as well as a WDB’s authorization by type of training (ITAs, OJTs and paid work experience). The Administrative Division Chief/Chief Financial Officer periodically reviews expenditure reports and requests the WDB to authorize transfer of funds from Adult to Dislocated Worker or vice versa.

4.7. **How will training services be provided through the use of individual training accounts (ITA) that fund programs of study, or through the use of contracts for training services that fund work-based trainings.**

The Course/Programs included on the State’s Eligible Training Provider List (ETPL) are derived from the High Priority Occupations within the State of Pennsylvania and each regional area within the state. High Priority Occupations are job categories, within selected industry clusters, that are in demand by employers, require higher skill levels, and are likely to provide family-sustaining wages. These High Priority Occupations are developed by the Center for Workforce Information and Analysis (CWIA). Individual Training Accounts will only be funded by WCJP if the school and the program appear on the State’s ETPL.

To compete in today’s global economy, businesses need a skilled workforce, and individuals need increasingly higher levels of education and knowledge. Targeting only Course/Programs on the ETPL and teaching occupational skills related to a High Priority Occupation, assists workforce education and training programs in Pennsylvania to align with the actual skills required of jobs in our economy.

Training Providers may use the High Priority Occupation list to create new training course/programs for the new and emerging High Priority Occupations within the State of Pennsylvania to add onto the ETPL. These new training Course/Programs will assist in meeting the needs of businesses and industries by providing skilled and knowledgeable workers ready for employment.

Training providers as well as each Course/Program must meet performance benchmarks established by the Commonwealth. In order to ensure that workforce development investments yield the best possible results, PA has developed this Performance Management Plan for evaluating the performance of workforce programs. The plan is not designed to simply measure program performance; rather it is about improving the outcomes from these investments. This plan sets forth the framework to monitor trends in key economic, workforce, and education indicators, and gathers quantitative data using common measures.

The High Priority Occupation list is reviewed by the WCWDB yearly when distributed by CWIA. Training Providers may petition the LWDB to add programs to the High Priority Occupation list by providing documentation that local employers are currently hiring individuals in the occupation and the wages are family sustaining wages.
The WDB will periodically review the ITA cap for the local area to determine if any changes are needed to the policy. Currently, the ITA cap is $8,000 limited to tuition and fees. Cost of books, tools, uniforms, etc. required for training are over and above the cap. All grants (Pell, PHEAA, etc.) received by the participant are deducted before WIOA funds are applied. Participants may request ½ of their Pell grant be released to cover the extraordinary training related expenses. The participant must complete a budget showing the household income and expenses to document need. Each request is reviewed and approved on a case by case basis. The periodic review of the ITA cap entails comparing the ITA caps of other WDAs in the local region as well as other contiguous WDAs. A report is given to the WDB at the beginning of a Program Year for discussion whether the ITA cap should remain at $8,000 cap over a two-year training period or if other issues, i.e. lack of training funds warrant a change in the cap.

The WDB will utilize contracts for services instead of ITAs when one or more of the five exceptions outlined in §680.320 of the WIOA final rule dated August 19, 2016 apply:

1. When services provided are OJT, customized training, incumbent worker training, or transitional jobs.
2. There are insufficient number of eligible training providers in the local area to accomplish the purpose of a system of ITAs.
3. There is a training program of demonstrated effectiveness offered in the area by a community-based organization or other private organizations to serve individuals with barriers to employment.
4. When it is possible to contract with an institution of higher education or other training provider in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit consumer choice.
5. When considering Pay-for-Performance contracts.

The WDB is considering the use of exception number 4 in the design and implementation of industry sector trainings outlined in 4.6 above. The WDB may determine at a later date to utilize other allowable exceptions earlier outlined.

All training, regardless of whether it is delivered as ITAs, OJTs, other work-based training opportunities, or by contract for a cohort of trainees will be explained to all WIOA eligible individuals and will not infringe upon participant choice of training.

4.8. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area.

The previous youth program operated under WIA and the first year of WIOA was primarily focused on providing drop-out prevention, career exploration and pre-employment soft skill services to In School youth. The youth contractors worked in most school districts in the two-county area, collaborating with school counselors, teachers, students (some with Individual Education Plans), parents and OVR when necessary. The main thrust was to help high school students and parents make informed decisions about the academic and career pathways and to offer assistance to eliminate barriers for those students who were at-risk of not graduating high school. Out-of-school Youth (OSY) were recruited to obtain GEDs if needed, upgrade basic skills levels when appropriate, obtain the ACT® sponsored National Skills Readiness Credential® (NCRC®), and either find employment or enroll in higher education or the military. OSY received wrap around services from
OVR, the contractor (Intermediate Unit IV) and/or WIOA Title I staff as well as supportive services identified in their Individual Service Strategy (ISS).

A Request For Proposal (RFP) was issued on February 23, 2018 for WIOA Title I Career Services. WCIP’s Program Division was selected to provide WIOA Title I Career Services for Adults, Dislocated Workers and Youth. Youth services/elements not provided directly by WCIP Program Division will result in referrals to community resources so all 14 elements are available to eligible youth on an as needed basis.

The focus under WIOA is to serve OSY and concentrate on providing work-based learning opportunities. The One-Stop basic and individualized career services and the RFP for additional services were structured to serve the OSY target population in accord with WIOA requirements and guidance. The vision is to develop a program that provides pre-apprenticeship activities that are relevant to any apprenticeship program as the core component and then “spiders” out to various apprenticeship programs or high demand occupations in the local area. The core program activities would be combined with various types of work-based learning opportunities. One Stop basic and individualized career services or procured youth services must either provide directly or make referrals to community resources so that all 14 elements are available to youth on an as needed basis.

The 14 elements are: 1) Tutoring, study skills, drop-out prevention & recovery strategies toward H.S. diploma or GED; 2) Alternative secondary school or drop out recovery services; 3) Paid & unpaid work experiences which include – a) Summer employment opportunities (year round), b) Pre-apprenticeship programs, c) Internships & job shadowing and, d) On the job training opportunities; 4) Occupational skill training; 5) Education offered concurrently with & in same context as workforce preparation activities & training for a specific occupation or occupational cluster; 6) Leadership development activities; 7) Supportive services; 8) Adult mentoring; 9) Follow-up services; 10) Comprehensive guidance & counseling; 11) Financial literacy education; 12) Entrepreneurial skills training; 13) Labor market & employment information about in-demand occupations in the local area: career awareness; career counseling; and career exploration services; and 14) Activities that help youth prepare for and transition to post-secondary education and training.

All providers must reach performance benchmarks identified to date (employment, retention, median earnings) and those yet to be identified by USDOL and/or the Commonwealth (credential attainment, measurable skills gains and effectiveness in serving employers), and the WCWDB. Contractors will be required to connect with Community Based organizations (CBOs) as well as private employers to place individuals with disabilities in work-based learning opportunities conducive to the job functions they are able to perform. Again, the contractors will collaborate with OVR to coordinate any services that will assist to eliminate any barriers for the individuals to be able to perform the necessary job functions. Contractors will also connect with community transportation services to assist individuals with disabilities to travel to and from the work-based learning sites. Through partnerships with multiple providers, the costs associated with serving individuals with disabilities will be shared as appropriate. Some individuals with disabilities may choose not to access OVR services; these individuals will still have access to the array of services from other partners as guided by their individual employment and training plans.

The Board and its Youth Committee are very committed to designing and implementing a strategic plan in Lawrence and Mercer Counties that aligns all youth activities and services (regardless of the
funding source) to promote skill development and work-based learning experiences that result in a talent supply for area industries and employers. The WCWDB and/or Youth Standing Committee membership includes representatives from community-based organizations that serve youth, the juvenile justice system, various education agencies, Office of Vocational Rehabilitation (OVR), County Assistance Office (CAO), public housing authorities, etc.

These representatives act as ambassadors to promote the WIOA programs and the education/training assistance that is available to eligible youth including youth with disabilities. WCJP staff attends various community meetings (superintendent and guidance counselor meetings, Lawrence County School to Work, Prevention Coalition, Council of Community Services, etc.) and provide information on WIOA program activities to recruit youth who would benefit from the education/training assistance available through WIOA funding and other PA CareerLink® partner agencies.

Youth with a self-identified disability or observable disability are referred to the Office of Vocational Rehabilitation (OVR). OVR and Title I staff coordinate and jointly develop an Individual Service Strategy (ISS) to maximize funding for youth with a disability. Title I funding may be combined with OVR funding if skills training is deemed an appropriate activity for the individual. OVR may be able to provide hardware or tools to assist a disabled youth in the workplace. The WDB made the decision to limit WIOA youth funds to serve older, out of school youth. To be able to offer workforce services to additional youth, the WDB targeted TANF Youth Development Funds to serve TANF eligible in-school youth.

As a core partner, OVR collaborates with the West Central Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment.

Work based learning is an important component for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR in-school youth with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become “workplace ready”.

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• Job Shadowing will provide students with disabilities a one to five-day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in a variety of occupational fields.

Both PA CareerLink® centers in the Local Workforce Development Area are handicap accessible and have a variety of equipment to assist individuals with disabilities such as: TDD/TTY telephones to accommodate people with hearing impairments; furniture (tables) to accommodate people in wheelchairs; and magnification devices to accommodate people with visual impairments. If individuals need additional services beyond basic career services a WIOA Title I application will be taken. If determined to be eligible, all WIOA Title I programs will be made available without bias. Job Developers (WIOA Title I and OVR) will work jointly to develop work-based learning opportunities for disabled youth.

The Program Division is responsible for completion of WIOA applications and collection of eligibility verification documents for all youth applying for WIOA program services, as well as Adult and Dislocated Worker program services. The eligibility criteria, definitions and documents collected by the Program Division are those listed in Workforce Investment Information Notice (WIIN) no. 3-99, Change 2, Youth Eligibility Definitions WSG No 03-2015, for eligibility criteria and acceptable forms of verification and Training and Employment Guidance Letter (TEGL) No 22-15 to verify that documentation of each eligibility criteria is acceptable. The applications are forwarded to the Program Division’s Data Manager for a second review and approval to proceed to offer WIOA individual services.

The WDB definition for individuals who “require additional assistance to complete an education program or to secure and hold employment” criteria and allowable documents to verify category follows:

a. Lacks significant work history
   i. Has no unsubsidized work history – CWDS resume, case notes and self-attestation; or
   ii. Has not worked for the same employer for longer than three (3) consecutive months in the two (2) years prior to application – CWDS resume, case notes and self-attestation;

b. One or more grade levels below the grade level appropriate to the individual’s age – TABE test reading and math levels

c. High School graduate making minimum wage, even if they’ve held a job for a significant period of time – current pay stubs; or

d. Recovering from addiction to opioids or other substances – documentation from the treatment facility of physician;

The WDB decided to serve only older, out of school youth with WIOA youth funds. There could be exceptions to this scenario, i.e. an out of school youth enrolled in college requests WIOA assistance via an ITA. In this case, the youth would be considered and in school youth. The Program Division’s Data Manager tracks 5% of the ISY participants using a CWDS report. This report (if there are any 5% applications) is distributed to the Program Division Chief and the Administrative Program Chief on a quarterly basis.

Job Corps, Youth Build and AmeriCorps programs are not located within the LWDA. However, representatives from Job Corps come in to both PA CareerLink® centers on a monthly basis to make program presentations and recruit youth. WIOA Title I staff have program brochures and refer age-
eligible youth to the appropriate Job Corps representative in Pittsburgh.

4.9. **How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?**

The Administrative Division of West Central Job Partnership, Inc. provides staffing services to the LWDB for the Mercer and Lawrence County LWDA jurisdiction and also acts as fiscal agent. This Division thus coordinates directly with the PA Department of Labor and Industry (PDLI) Bureau of Workforce Partnership and Operations (BWPO) in applying for, receiving and disbursing Rapid Response funds for local coordination with statewide Rapid Response activities. Additionally, the Administrative Division along with the One Stop Operator, PA CareerLink® Site Administrators and the Title I contractor receives communication from the BWPO Regional Rapid Response Coordinator of WARN notices filed that are relevant for the local workforce development area so that all facets of the local workforce system can be mobilized to address the catastrophic impact mass layoffs may have on affected communities and citizens. The WCWDB provides oversight and strategic guidance to the One Stop Operator, one stop partners in addition to deploying funding to facilitate the transition activities of affected businesses and workers. When the Rapid Response proceed to operational planning and delivery, the Program Division Chief of West Central Job Partnership, Inc. Program Division assumes programmatic responsibility for implementing the resources provided by the board for the specific activities. There is no direct interaction between the WCWDB or its designated staff in regard to any one stop program delivery function including WIOA Title I but, as all one stop partners represented on the Board, there is individual interaction as a board member.

Once a WARN notice is filed on behalf of an employer, the PA CareerLink® partner agencies plan a Rapid Response session for all employees affected by the layoff. The Rapid Response team reviews all services available at the PA CareerLink® including retraining funds available through TAA and WIOA Title I Dislocated Worker programs. In addition to TAA and WIOA Title I Dislocated Worker staff, the Rapid Response team includes staff from agencies which include: credit counseling; mortgage services; CHIPS; and Unemployment Compensation. The team explains PA CareerLink® services and is available to answer questions to employees who will be affected by the layoff. The Steel Valley Authority is represented on the Regional Business Service Team which includes the One Stop Operator, PA CareerLink® Site Administrators and West Central Job Partnership, Inc. Program Division Chief. Other individual WCWDB members are also part of this team such as the economic development agencies. The Steel Valley Authority provides information and resources regarding TAA Lay-Off Aversion that are made available to eligible businesses in the LWDA jurisdiction. This provides a linkage for the local one stop centers and the Board to be in two-way communication with the regional organization charged with administering Lay-Off Aversion programs.

4.10. **How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of service(s).**

The Mercer County Career and Technical Center (CTC) director is a member of the WCWDB and has a significant role on the standing Youth Committee. Through this relationship the LWDB has access and meets periodically with all the superintendents of the county public schools. Additionally, the Program Division Chief and other staff participate in CTC’s Carl Perkins meetings and various other advisory committees. The Executive Director of Adult Literacy Lawrence County is also a member of the LWDB and a member of the Lawrence Mercer Adult Education Coalition.
This connectivity forms the basis for the education sector to interface with the workforce development system. Through this nexus, the goal of using cross information to mutually focus leveraged resources toward meeting current industry needs by providing relevant training is sought. Proprietary educational institutions are also linked to the system as well as business supporters of the local one stop centers.

The West Central Adult Education Coalition has been meeting during the WIOA “transition year” to develop ways in which the member agencies provide workplace preparation activities, career awareness and career planning for the clients they serve. The member agencies of the Coalition include: Adult Literacy Lawrence County; Midwestern Intermediate Unit IV; and the Grove City Education Center for Adults. Opportunities for offering integrated education and training activities (including participation in the Manufacturing Readiness Program), are being explored and the College and Career Readiness Standards for Adult Education are being implemented. This Coalition will play an integral part in the new American Apprenticeship Grant. The two Community Education Councils (CECs) of Pennsylvania (Keystone Community Education Council and Lawrence County Learning Center) will be included in dialogue to align training development efforts to increase the education and training delivery services to residents in Lawrence and Mercer Counties. The CECs will encourage to participate in WCWDB’s efforts to align high school career and technical education programs and post-secondary institutions to assure residents of Lawrence and Mercer Counties have access to credential bearing training opportunities.

The WIF grant concentrated on the Advance Manufacturing sector. The two Community Education Councils (CECs) in the local area (Keystone CEC and Lawrence County Learning Center) will be included in conversations to maintain and expand the Advanced Manufacturing career pathway. The CECs will be instrumental in future development of other career pathways such as health care and building trades since they have been historically able to leverage other state and local funding to implement sector-based training through a variety of educational institutions in rural communities where campus locations are non-existent. CECs serve as an intermediary and broker of training programs based on identified need and demand.

The career and technical education center in Mercer County has adopted several tools utilized in the workforce development system/PA CareerLink® and integrated them into the regular high school curriculum at the CTC. WCJIP was able to leverage funds from a Workforce Innovation Fund (WIF) Grant awarded by the US Department of Labor to purchase a Worldwide Interactive Network® (WIN®) license for the Mercer County Career Center. WIN® is an internet-based curriculum the CTC students utilize to prepare to take the WorkKeys® assessment that leads to the National Career Readiness Certificate® (NCRC®) issued by ACT. ACT is known nationally for the ACT® college readiness assessment - the college admissions and placement test taken by more than 1.8 million high school graduates every year. MCCC has also been sanctioned and approved as an ACT testing center for proctoring the WorkKeys® assessments. MCCC students are able to graduate with multiple stackable credentials (high school diploma; NCRC®; OSHA; National Institute of Metalworking Skills (NIMS) certificates and/or National Occupational Competency Testing Institute (NOCTI) certificates in their career and technical programs of study. WIN®, WorkKeys® and the NCRC® are tools that PA CareerLink® participants utilize and the NCRC® is a credential they strive to obtain. Much work has been done under WCJIP’s WIF grant to educate locale employers on the value of utilizing the NCRC® when hiring individuals for open job vacancies within their companies.

MCCC instructors work with all high school seniors to facilitate enrollment in the Commonwealth’s Job Gateway system. Students create or upload their resumes into the system and are shown how to
conduct job searches and apply to job orders in the system. The MCCC staff work with all school districts within the county to facilitate enrollment of all seniors in Job Gateway.

The LWDB and the Youth Committee meet periodically to discuss a variety of topics that include:

- Secondary school career and education requirements (PA Department of Education’s Career Education and Work Standards and Chapter 339 K – 12 requirements),
- Post-secondary school training programs
- Employer identified skill sets needed for various HPO job vacancies
- Ideas to coordinate and align workforce development services with programs offered in secondary and post-secondary education.

The WDB is committed to designing and implementing a strategic plan that aligns all workforce development with local education programs/activities to promote career pathways. The WDB and Youth Committee goals include professional development for educators regarding career pathways as well as providing work-based learning opportunities for youth and young adults that result in the development of talent pipeline for area industries and employers.

The various meetings and collaborations resulted in the WC Administrative Division applying for a Business Education Partnership (BEP) grant that includes professional development for high school counselors, career education teachers, etc. on HPOs and opportunities in the local area. The BEP also allows for an expansion of the Career and Technical Education (CTE) centers’ co-op program which places students at employers in the local area in jobs that are related to their vocational program of choice.

Another example of collaboration results, WC Program Division recently solicited mini-proposals from all the high schools in the two-county workforce development area to request TANF funds to begin or supplement career education activities outlined in their Chapter 339 career guidance plans.

Tri-County WDB (fiscal agent for a Strategic Innovation Fund grant which included WCWDA) issued a RFP soliciting providers to offer instruction for a manufacturing pre-apprenticeship program. Butler County Community College (BC3) responded to the RFP and has provided training to several cohorts of individuals – training is further explained in 4.6 above. Individuals enrolled in the cohort training are reviewed for and co-enrolled in WIOA if eligible and appropriate. The Title II providers were included in the initial discussions and offered basic adult education remediation if needed to bring participants’ reading and math levels up to entrance pre-requisites to the pre-apprenticeship training program.

The manufacturing pre-apprenticeship program is the first “HPO introduction course” or basic skills program designed for the LWDA. As explained earlier, the Youth Committee and other WDA agencies are currently working to develop additional “HPO introduction courses” in: healthcare; building/construction trades; and leisure & tourism. These programs, once designed and implemented, will be open to all WIOA eligible individuals.

When approached by the local Career Technical Education (CTE) centers the WDB will review the Perkins Act Section 134 biennial “CTE comprehensive needs assessment,” to ensure CTE programs align with the WDB’s regional and local plans and meet local economic needs including in-demand industry sectors and occupations.

4.11. Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other
services provided through the one-stop service delivery system.

Career services provided by PA CareerLink® partners are for the most part delivered at the comprehensive one-stop centers. The One Stop Operator charged Site Administrators with the task of integrating career services within the PA CareerLink® partner network. A standing committee of supervisors (including the Department’s merit staff) meets regularly with the site administrator to devise methods to reduce duplication and promote integration of career services. Staff is informed by their direct supervisors the extent of integration agreed upon for their respective program in order to balance the required integrity set forth by enabling legislation with the need to reduce duplication. A prime example of the efficacy of this approach relates to the coordination of multiple Adult Literacy providers targeting efforts within the PA CareerLink® to client constituencies with differing learning needs thereby allowing instructors to work with students grouped by math and reading scores. This ongoing analysis has resulted in multiple partners coordinating and engaging jointly in outreach and orientation activities for customers seeking employment and training services. Additionally, center scheduling of information workshops have aggregated cross program resources to provide regular and ongoing presentations to job seekers on topics such as labor market statistics, high priority and in demand occupations, availability of supportive services and local area employment opportunities. Duplication of career services for employers has been reduced by the establishment of Business Service Teams. Also, information on other services available to businesses has resulted in increased WEDNet awards locally. Joint outreach strategies and sharing of contact information has been a major benefit of PA CareerLink® collaboration and the LWDB’s policy of aligning resources.

4.12. How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II?

The PA CareerLink® Lawrence County and the PA CareerLink® Mercer County will seamlessly offer adult basic education training to individuals who are in need of obtaining their GED or upgrading their basic skill levels. Referrals will be made to the adult education training providers co-located in each PA CareerLink® in the local area or to other adult education training providers closer to the individual’s residence.

Procedures recently announced by the PA Department of Education call for the local Adult Education proposers for services in the local area to submit applications directly to DOE. DOE will perform an initial review to ensure compliance by the proposers with requirements established by the DOE. DOE will then share applications related to each workforce area with the appropriate workforce development board, along with the scoring framework that is being employed by the DOE. Local boards will then send recommendations regarding local Adult Education provider proposals to the DOE for consideration during DOE’s final review, scoring, and selection process. DOE will make final decisions and inform the local board so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

The current local review process calls for the Fiscal Agent to forward the Adult Education and Literacy applications to members of a committee (to be named by the Board chair) for review. After reasonable time for review, the Fiscal Agent will convene a committee meeting for members to provide comments regarding the applications. The chair of the committee will present a report to the full WCWDB which will take action to approve the committee’s recommendations for submission to the PA Department of Education. Once the WCWDB approves the committee recommendations, a letter signed by the Fiscal Agent will be sent to the Adult Education and Literacy providers announcing the WCWDB’s
recommendations that have been sent to the PA Department of Education for their final review and approval. Once final decisions are made, the WCWDB work with its one-stop operator to take appropriate actions to involve adult education representatives in local coordination meetings of service delivery partners.

4.13. **What services, activities, and program resources will be provided to participants, including those outlined at WIOA Sec. 3(24), Individuals with a Barrier to Employment, in the local area?**

The West Central Workforce Development Board’s objectives, goals and strategies for the targeted populations prioritized are as follows:

(1) It is our objective to identify individuals locally within the groups identified below that:
- have been seeking employment for at least 90 days, but have been unsuccessful in their search,
- have had relevant problems identified that are likely sources for inhibiting hiring, and
- are seeking cooperative solutions to address the agreed upon issues.

(2) The goals pursuant to these objectives will be:
- placement in employment, or
- a service to remediate a situation that requires a more intensive solution

(3) Strategies to achieve these objectives and goals may include literacy/ESL referrals, case management, short or long term training by ways of work experience, on-the-job training, ITAs or referrals to outside organizations or agencies with specific expertise relevant to the particular issue.

Targeted populations include:

**Migrant Seasonal Farm Workers** - The local area does not have a significant population of migrant and/or seasonal farm workers. Migrant and Seasonal Farm Workers (MSFW) will receive qualitatively equivalent and quantitatively proportionate services equal to those provided to all other customers. MSFWs will receive the full range of employment services, benefits and protections including counseling, testing, and job and/or training referral services. In providing such services, all PA CareerLink® offices will consider the preferences, needs, and skills of individual MSFWs.

**Persons with disabilities** - Both PA CareerLink® centers in the local workforce development area are ADA compliant and have a variety of equipment to assist individuals with disabilities such as: TDD/TTY telephones to accommodate people with hearing impairments; furniture (tables) to accommodate people in wheelchairs; and magnification devices to accommodate people with visual impairments. If individuals need additional services beyond basic career services a WIOA Title I application will be taken. If determined to be eligible, all WIOA Title I programs will be made available without bias. Title I staff will coordinate and jointly develop a plan with Office of Vocational Rehabilitation (OVR) to maximize funding for disabled individuals. Title I funding may be combined with OVR funding if skills training is deemed an appropriate activity for the individual.

OVR can provide no-cost worksite accommodation consultations to assist employers as well as their employees. For example, Title I funding may be used to provide OJT training with an employer and OVR funding may be used to purchase a large print computer screen for a person with a vision disability to be placed at the employer’s place of business.
WIOA Title IV OVR Vocational Rehabilitation Counselors provide their customers with multiple, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. OVR also provides both OVR eligible and potentially eligible 14 to 21-year old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills.

Veterans - All individuals who have served in the military are referred to BWPO’s Veterans Services Representative for job matching and referrals. In addition, veterans may receive all other scheduled PA CareerLink® services and scheduled for workshops and other core services offered by any partner agency and/or staff. Veterans may be referred for WIOA application if more intensive career services are deemed appropriate.

TANF Customers and Low-Income individuals - All low-income individuals are referred to the County Assistance Office (CAO) for assistance in removing barriers that may prevent them from attending training or obtaining and/or retaining employment. TANF recipients will also be referred to partner agencies and/or community agencies for assistance in other areas such as drug and alcohol counseling, housing issues, etc. TANF customers and low-income individuals may be referred for WIOA application if more intensive career services are deemed appropriate.

Displaced Homemakers - For the purpose of determining eligibility, a displaced homemaker is defined as an individual who has been providing unpaid services to family members in the home and who: has been dependent on the income of another family member but is no longer supported by that income and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Women and Minorities - As part of career research activities, women are encouraged to review careers that are held predominately by men (non-traditional employment). They are instructed to compare wages of the non-traditional occupations to those more traditionally pursued by women. Employers are encouraged to hire women in non-traditional jobs. Employers who hire women to fill non-traditional employment vacancies via On the Job Training contracts (TAA and Title I) may receive an additional 40 hours of wage reimbursement. Minorities are mainstreamed into PA CareerLink® career services and all services and activities available in WIOA Title I funded programs.

Older Individuals – Referrals are made to Lawrence County Social Services for program information and assistance. Older individuals are mainstreamed through the regular PA CareerLink® processes and activities. All Title I programs are open to older individuals without bias. Any older individuals determined to be “job ready” will be referred to BWPO staff for job matching and referrals.

Persons with Limited English Proficiency - Propio provides interpreter services for any individual with limited English proficiency. All partner agencies located at the PA CareerLink® were trained to use the Propio system. Recently, the Commonwealth notified all PA CareerLink® centers that the Propio service is available to all PA CareerLink® staff and the cost will be absorbed by the State. Training is provided to all staff once per year at capacity training on how to access Propio services.

Returning Citizens/Ex-Offenders – The PA Department of Probation and Parole hold weekly meetings at the PA CareerLink® centers for recently separated ex-offenders. These individuals are scheduled to
attend PA CareerLink® orientations where all PA CareerLink® and partner services are explained. The recently separated ex-offenders are then mainstreamed through the regular PA CareerLink® processes and activities. All Title I programs are open to ex-offenders without bias. Any ex-offender determined to be “job ready” will be referred to BWPO staff for job matching and referrals. Services are also entered into the PA CareerLink® system.

**Dislocated Workers** – Title I staff checks the PA CareerLink® system to determine if a WARN notice has been filed for a dislocated worker’s former employer. If so, the BWPO staff and Title I staff will coordinate efforts to serve the dislocated worker. Title I staff will schedule and administer a full array of assessments for any individual who seeks funding (Title I and/or TAA) to attend training. Assessment results are reviewed to assure the client’s interests and aptitudes match the training for which they are seeking funding. If the client is suitable for training, an employment plan will be developed jointly by BWPO and Title I staff to maximize the funding package for dislocated workers and outline the steps needed to guide the client through training and lead them to employment. Referrals are made to all appropriate supportive service agencies that could potentially assist in eliminating barriers in the training to employment process.

**Trade Act Eligible Individuals** - BWPO staff first meet with the individual affected by a lay off or downsizing and the company has a WARN notice on file. If an individual is interested in re-training and applying for TAA funding, they are first referred to the WIOA Title I provider for interest and aptitude assessment to assure the occupational field of interest is one in which they will be successful. The WIOA Title I staff completes a WIOA application for services and schedules the individual for assessment. Once tested the WIOA Title I staff sends a recommendation to BWPO staff to approve or deny training along with the assessment results. BWPO forwards the TAA application for funding to the Commonwealth. Once approved the individual is co-enrolled in the PA CareerLink® system and WIOA systems. WIOA Title I staff will process an Individual Training Account (ITA) if the training is over and above the State’s training cap. All WIOA Dislocated Worker and/or Rapid Response supportive services are available as needed to all co-enrolled individuals.

**Youth** - Are mainstreamed through the regular PA CareerLink® processes and activities. All Title I programs are open to youth without bias. Any youth who is deemed to be “job ready” will be referred to BWPO staff for job matching and referrals. Youth in need of additional assistance will be assigned a case manager who will work with the individual to develop an Individual Employment Plan and identify assessments and/or activities such as career research of HPO in the area and next steps toward becoming job ready.

**Individuals Needing Literacy and/or Basic Skills Training** - Will be seamlessly referred to the adult education training providers co-located in the PA CareerLink® centers or to other adult education training providers closer to the individual’s residence. Individuals may also work at their own pace on the computerized WIN curriculum to upgrade their basic skill levels. Other activities, such as work-based learning may occur simultaneously with their scheduled literacy upgrade assignments.

Business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment. Specifically for individuals with disabilities, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-
cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a
business to retain current employees following an accident, injury or disability.

4.14. What services, activities, and program resources will be provided to businesses and employers,
in the local area?

Business Services Teams align with the WCWDB’s local and regional sector strategy by assisting in the
recruitment and development of business customers to participate in sector focus groups and industry
consortium activity for key driver industries. A result of local and regional cluster analyses, West
Central Job Partnership, Inc. established partnerships in various high-demand industries including,
Building and Construction, Business and Financial Services, Healthcare, Logistics and Transportation,
and Manufacturing. The mission of the Business Service Team is to provide guidance, resources, and
strategic workforce solutions to employer customers. Through collaborative efforts, the Business
Service Team maintains a customer-friendly process to identify and access resources in response to
specific business needs. The BST promotes industry stability and growth while serving as a central
hub from which businesses can obtain coordinated assistance in recruiting, training and development
of new or existing workers.

PA CareerLink® and WCWDB staff work together in their various roles and communications with
employers. The composition of the BST consists of PA CareerLink® partner agency staff who deal
most frequently, and most directly with the business customer, including West Central Job
Partnership, Inc. (WCJP), Bureau of Workforce Partnership and Operations (BWPO), Office of
Vocational Rehabilitation (OVR) as well as Lawrence County Economic Development Corporation and
Penn-Northwest Development Corporation. Site Administrators serve as leaders of the internal
Business Service Team. They serve as a link between the BST and the Workforce Development Board
to ensure that local strategic plans and goals are communicated. Business Service Team members
perform strategic outreach to companies and meet regularly to ensure that interactions are organized
and coordinated between staff. The BST’s prioritize outreach to businesses that are classified as falling
within designated industry sector groupings (high employment and wage growth). The BST maps
resources frequently requested by employers to enable team members to refer customers to
appropriate organizations that can meet their business needs.

The composition of our regional business retention and expansion network will continue to include
the Northwest Pennsylvania Regional Planning and Development Commission, Northwest Industrial
Resource Center (NWIRC), The Gannon University and Duquesne University Small Business
Development Centers (SBDC), The Ben Franklin Technology Partners of Central and Northern
Pennsylvania and Catalyst Connection SWIRC), the Shenango Valley and Lawrence County Chambers
of Commerce, Penn Northwest Development Corporation and Lawrence County Economic
Development Corporation. The regional business retention and expansion network meets on a
quarterly or semi-annual basis and provides information sharing and access to one stop center staff
regarding available programs and resources.

Career services provided by PA CareerLink® partners are primarily delivered at the comprehensive
one stop centers under the supervision of Site Administrators. A standing committee of supervisors
meets regularly with the Site Administrator to devise methods to reduce duplication and promote
integration of services. Staff is informed by their direct supervisors the extent of integration agreed
upon for their respective program to balance the required integrity set forth, thus reducing
duplication. Multiple partners coordinate and engage jointly in outreach and orientation activities

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for customers seeking employment and training services. Additionally, center scheduling of information workshops have aggregated across program resources to provide regular and ongoing presentations to jobseekers, staff, and employers on topics such as labor market statistics, high priority and in-demand occupations, availability of supportive services, and local area employment opportunities.

To ensure efficient and effective delivery and referral of services, the BST identifies and utilizes customer feedback as a measure for continuous improvement. The PA CareerLink® Site Administrators have developed a system to obtain customer feedback from employer customers regarding the services provided through the PA CareerLink® as well as services desired to obtain information regarding the satisfaction and needs of the business customer. Site Administrators and other BST members participate on advisory boards of local agencies and education providers to share and obtain information. Additional information is obtained via questionnaires, surveys, employer advisory councils, or targeted sector focus groups.

Customer satisfaction is determined by providing pre and post-employment follow-up with business customers. By customizing quality services in response to individual customer needs, the BST has helped customers to improve their competitive advantage and retention. The BST stays informed of developments in local, national and international career trends and offers continuous development, implementation and evaluation to business customers.

Rapid Response communications are received by the PA CareerLink® Site Administrators so they can work with the Pennsylvania Department of Labor & Industry and Bureau of Workforce Partnership and Operations. Site Administrators coordinate the center staff’s response, which provides presentations and information to the employer and individuals to assist them in transitioning from their current employment to future employment. Additionally, as the demand for Unemployment Compensation services has increased with the cuts in personnel in the Commonwealth’s call centers, there have been an increased number of individuals utilizing the PA CareerLink® site UC Courtesy Telephone to file their request for benefits or to get answers to inquiries about UC claims.

Individuals will also be directed to self-service elements in the centers. Those which require more intensive services will be referred to staff assisted services based on their need. Assessments will be available for individuals to determine literacy or educational/training needs.

The PA CareerLink® administrators are at times called upon by business customers to arrange for Rapid Response services when local companies are in distress. In these rare but challenging times, staff prepares customized information sessions in order to prepare future dislocated workers for training opportunities or seamless reattachment to the workforce.

For WIOA Title IV eligible customers OVR provides these additional multiple services to the business community designed to assist business with onboarding pre-screened qualified employees with disabilities. OVR business services include reasonable accommodation consultation, OJT, referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

WCIP’s Administrative Division recently hired a Youth Career Coordinator (YCC) to work with school districts to align and connect their career readiness efforts to the WDB’s youth programming efforts. The
YCC recently conducted a survey on how the WDB could assist the school districts to meet their Career Education & Work Standards and their Chapter 339 plans. All 20 school districts responded to the survey. The YCC is currently working to develop an employer survey to identify the local businesses that are willing to: host student tours; host student job shadowing, work experience and internship opportunities for high students; participate in business and career fairs; and/or make presentations at area high schools on the types of jobs available, the education and skill sets needed to fill those jobs.

4.15. How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

Supportive services may be available (depending on availability of funding) to all WIOA clients based on a needs assessment that is documented in case notes as part of the Individual Employment Plan. Supportive services will be provided on a first-come/first-serve basis as long as funds are available.

Supportive services include: child care; eye care; health care – including dental, hearing aids and other emergency care; car repair; and clothing & uniform allowance (as required for training or employment). If no WIOA funds are available for supportive services, contractor staff will make referrals to community agencies that may provide services such as: the County Assistance Office for medical assistance, car repairs, clothing and/or uniform allowances; CCIS for child care; Community Action Partnerships for housing and transportation assistance; etc.

Please refer to Section 1.7 of the Keystone Edge Regional Plan for a description of the coordination of transportation and other supportive services in the region.

5. COMPLIANCE

5.1. Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system.

It is expected that PA Labor and Industry and the Office of Vocational Rehabilitation (OVR) will jointly develop and issue a template to be used in all Local Workforce Development Areas that will include State and Federal criteria. WCJP will work with State and regional offices to provide the services outlined in the agreement template. Cross-training will be offered to PA CareerLink® staff so the services are understood and the service benchmarks may be reached. LWDB staff will include a compliance review of this agreement during the regular monitoring of the PA CareerLink® centers.

5.2. What is the process the local board uses to ensure the collection of the debts of lower-tier sub- recipients, as a result of audits?

The settlement of all debts resulting from fraud, malfeasance, or other serious violations or illegal acts must be paid from non-federal resources. In the event a debt is established, the debtor will be notified in writing by certified letter, return receipt requested. The letter will provide information as follows:

- Date on which the debt was established as a final decision;
- Request for payment within 30 calendar days of the final establishment of a debt. Two additional letters requesting payment will be sent to the debtor at no less than 30-day intervals;
- Date that the debt will be delinquent (30 calendar days from the date the debt was established
as final, unless other arrangements are negotiated and approved by WCJP;

- Appeal rights (notification of the right to appeal the decision). The debtor must request a hearing within ten (10) calendar days of receipt of notice of debt to avoid sanctions or penalties.
- Sanctions and/or selected remedies if the debt is still outstanding after 90 calendar days, including but not limited to debarment, litigation or referral to a collection agency.

5.3. **What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board?**

A priority for the WCWDB in remaining and continuing to advance as a high-performing board is diversifying the funding base for community leadership and for programs and services tied to identified needs. The Board will work with its regional partner, the Northwest Workforce Development Board, to develop proposals for funding and to develop and maintain networks with potential private and public sources of funds in the region.

The Board and its partners have been successful in applications for competitive grant funding through numerous opportunities dedicated towards enhancing the effectiveness of workforce strategies. Fiscal year 2015 - 2016 is the final funding year of a US Department of Labor $6 million Workforce Innovation Fund (WIF) grant. The Oh-Penn Pathways to Competitiveness Project funded through the WIF grant expanded upon the area’s sector partnership focus in Advanced Manufacturing and leveraged this funding to educate youth, parents and educators on manufacturing career pathways through career maps, informational brochures, job fairs, internships, and paid work experience opportunities. Additionally, the project brought together the expertise of the regional Education & Training Providers, Economic and Workforce Development organizations, Chambers of Commerce, and the private sector employers to discuss strategic plans for the regional industry that will continue to be sustained throughout the grant’s final year and integrated into a continuing strategy.

Building on the successful sector partnership work done through the WIF grant, West Central Job Partnership, Inc. was recently notified of its successful application for a US Department of Labor $2.9 million American Apprenticeship Initiative grant. The grant will expand the number of Registered Apprenticeships in the two counties, as well as regionally through the Greater Oh-Penn Manufacturing Apprenticeship Network over a five-year period through October of 2020. Advanced Manufacturing is an in-demand and growing industry in the area and the funds will be leveraged to assist in enrolling individuals in pre-apprenticeship activities, assist employers in developing and formalizing apprenticeship programs and offset the cost of starting new apprentices. These activities are part of the WDA’s sector partnership strategy and funding is leveraged with WIOA and state general funding to build upon and expand the resources available to job-seekers advance along career pathways tied to increasing skills and wages and employers to grow the ability of their workforce.

The WCWDB has worked with its partners to sustain a high level of collaboration in order to align, guide and direct the public workforce system within the local area. This is completed by providing linkages for career pathways for both job seekers and employers and maintaining outstanding performance accountability. Performance goals are shared with all partner agencies to ensure planning and alignment within the PA CareerLink® centers. Contracted service providers are used within the local area to provide ITA and OJT opportunities to job seekers that are looking to increase their marketability. The Board works closely with contracted service providers to evaluate performance and compliance through
oversight monitoring. Interviews with providers and participants provide useful information in determining best practices that can be shared among other providers.

5.4. **What is the process the local board uses to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders?**

Input processes for local plan development have been ongoing from the early stages of development of the WIOA Transition Plan. On February 17, 2016, the LWDB discussed the regional and local plans that were being developed, including contracted assistance to compile information mandated in the guidance for the regional plan which includes the six counties in the Northwest LWDB: Crawford, Erie, Forest, Clarion, Venango and Warren Counties. The staff to West Central’s WDB was preparing the local plan according to the Commonwealth guidance issued December 23, 2015. It was explained to the WCWDB that revised guidance would be coming from the Commonwealth and the completed plan would be due in Harrisburg on June 2, 2016.

The WCWDB then initiated plans to convene various workforce development stakeholders in the local area to begin dialogue on how to build a network of services and to boost interagency cooperation on workforce issues to achieve a team effort to accomplish the Governor’s visions and goals. Invitations to the first stakeholders’ meeting held on April 12, 2016 included: community-based organizations that serve individuals with disabilities (OVR) and minorities (Shenango Valley Urban League and Community Action Partnership agencies); adult basic education providers (Midwestern Intermediate Unit IV and Adult Literacy Lawrence County); Chambers of Commerce; and the United Ways. The intent of the meeting was to provide information to the stakeholders regarding the Combined State WIOA plan and obtain input for the Local Plan and to offer suggestions on a unified approach to meet the visions and obtain the goals of the Governor.

A follow-up, half-day session was held with Board members and community stakeholders on July 20, 2017, and a summary of data and key goals/strategies was presented and discussed. Input from that session was incorporated into both regional and local plans.

The one-year plan modifications to the Keystone Edge Regional Plan and West Central Local plan were prepared by WC WDB staff following the guidance in Workforce System Policy (WSP) No. 108-01 (Change 1) issued June 4, 2019. The draft plan modifications were sent to all: Local Elected Officials; WDB members; mandatory PA CareerLink® partners on August 7, 2019 requesting the partners review and input for changes, additions or deletions.

5.5. **What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan?**

The 2017-19 Local WIOA Plan and the associated WIOA Regional Plan were posted on WCJP’s website at www.wcj.org on July 29, 2017. Notification was sent to BWPO, LEOs, WCWDB members, standing youth committee members, current contractors, PA CareerLink® partners and stakeholders, and WCJP staff as notice the plan had been posted to the website for review and comment. A notice was published in local newspapers advising the public that the plan had been posted on WCJP’s website and comments are being accepted in writing at West Central Job Partnership, Inc., 217 West State Street, Third Floor, Sharon, PA 16146 or electronically to ddonahue@wcjp.org until 9:00 a.m. on August 28, 2017.
West Central Local WIOA Plan modification for Title II provider was posted on WCJP’s website at www.wcjp.org on August 2, 2018. Notification was sent to BWDA, LEOs, WCWDB members, current contractors, PA CareerLink® partners and stakeholders, and WCJP staff as notice the plan had been posted to the website for review. Comments are being accepted in writing at West Central Job Partnership, Inc., 217 West State Street, Third Floor, Sharon, PA 16146 or electronically to ddonahue@wcjp.org until 9:00 a.m. on September 4, 2018.

The one-year plan modifications were posted to West Central’s website on August 13, 2019 and a notice of posting was published in the local newspapers as well as sent to: BWPO; Local Elected Officials, WDB members, required and other PA CareerLink® partners and community-based organizations. The notice of posting the plan modifications included instructions as to how to access the draft plan mods and the deadline to submit public comments.

Comments received for suggested changes to the plan will be attached to the final plan, along with responses on how the suggestions impacted the plan.

**Comments and Questions**

No questions and/or comments were received during the original thirty (30) day comment period.

No comments were received during the Title II provider modification process.

No comments were received during the one-year plan modification process.
ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to December 31, 2017.

Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local area plans.

- Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.
- Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- Agreement between the local area elected official(s) and the local workforce development board.
- Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.
- Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.
- Local area procurement policy – Must describe formal procurement procedures.
- (Added) Local area MOU.
- (Revised) Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination.
- Professional services contract(s) for administrative services such as staffing and payroll, if applicable.
WIOA Local Workforce Development System Organizational Chart – Modified 2019

Chief/Lead Elected Official(s) Local WIOA Grant Recipient – County Commissioners Lawrence & Mercer Counties

West Central Workforce Development Board (WDB) Key Functions: Policy-Strategic Planning-Fiscal-Oversight

Fiscal Agent
West Central Job Partnership Administrative Division (reports directly to CEO Chair)

LWDB Standing Committees
- Executive
- Fiscal (Req’d)
- One-Stop
- Youth (Req’d)
- Other Committees as Needed

Key LWDB Staff
- Chief Financial Officer/ Administrative Division Chief
- Planning & Policy Director
- Finance Assistant(s)
- Oversight & Monitoring
- Administrative Assistant
- Youth Careers Coordinator

Service Delivery Entities
Required & additional program partners and program service providers

WIOA Title I – West Central Job Partnership Program Division (reports directly to CEO Vice-Chair): Adult, Dislocated Worker & Youth programs

WIOA Title II – Butler County Community College (fiscal agent); Adult Literacy Lawrence County; Grove City Education Center for Adults: Adult Education

WIOA Title III - PA Dept. of L&I-BWPO: Wagner/Peyser Act programs, Labor Exchange services, TAA, Veterans, Rapid Response

WIOA Title IV - PA Dept. of L&I-OVR: Vocational Rehabilitation programs

Other Required/Additional Programs – PathStone Corp: SCSEP & MSFW Lawrence Co. CAP & CAP Mercer Co.: CSBG PA Dept of L&I: UC, PREP & RESEA CAO in Lawrence & Mercer Counties: TANF, SNAP, EARN

Business Service Team – Title I (WCIP Program Division & Operations and Special Projects Division), Title II (ALLC & GCECA), Title III (BWPO), Title IV (OVR), Veterans (LVER), SBDC (Duquesne University), DCED (LCEDC), and PA CareerLink® Site Administrators

PA CareerLink® Operator(s)
West Central Job Partnership Operations & Special Projects Division (reports directly to CEO Sec/Treas)

PA CareerLink® Lawrence County
102 Margaret Street
New Castle, PA 16101

PA CareerLink® Mercer County
217 West State Street
Sharon, PA 16146

Other Workforce Development Stakeholders
Lawrence County CTC & Mercer County Career Center: CTE
Gannon University & Duquesne University: SBA
County Probation & Parole
Local Management Committee (LMC)
Housing & Urban Development
Oh-Penn Competitiveness Council
Industry Sectors: Healthcare; Manufacturing

PA CareerLink® Lawrence County
102 Margaret Street
New Castle, PA 16101

PA CareerLink® Mercer County
217 West State Street
Sharon, PA 16146

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County Probation & Parole
Local Management Committee (LMC)
Housing & Urban Development
Oh-Penn Competitiveness Council
Industry Sectors: Healthcare; Manufacturing

Relationship Key: MOU/Contractual Direct Report
The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA’s local workforce development areas, or LWDA, to optimally set each local area’s WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded.

The WIOA Title I Programs Performance Accountability Table is for the benefit of the public and must be updated accordingly. Local boards must edit the table’s two columns with the appropriate program year(s) to correctly match the most recent* LWDA-negotiated performance goals and attained performance results. This completed table must be publicly posted with the local plan. The LWDB does not need to perform a WIOA plan modification as this table is revised; an email notification to local area workforce development stakeholders will suffice.

<table>
<thead>
<tr>
<th>LWDA Name: West Central Workforce Development Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures</td>
</tr>
<tr>
<td><strong>Employment (Second Quarter after Exit)</strong></td>
</tr>
<tr>
<td>Adult</td>
</tr>
<tr>
<td>Dislocated Worker</td>
</tr>
<tr>
<td>Youth</td>
</tr>
<tr>
<td><strong>Employment (Fourth Quarter after Exit)</strong></td>
</tr>
<tr>
<td>Adult</td>
</tr>
<tr>
<td>Dislocated Worker</td>
</tr>
<tr>
<td>Youth</td>
</tr>
<tr>
<td><strong>Median Earnings (Second Quarter after Exit)</strong></td>
</tr>
<tr>
<td>Adult</td>
</tr>
<tr>
<td>Dislocated Worker</td>
</tr>
<tr>
<td>Youth</td>
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<tr>
<td><strong>Credential Attainment Rate</strong></td>
</tr>
<tr>
<td>Adult</td>
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<tr>
<td>Dislocated Worker</td>
</tr>
<tr>
<td>Youth</td>
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<tr>
<td><strong>Measurable Skill Gains</strong></td>
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<tr>
<td>Adult</td>
</tr>
<tr>
<td>Dislocated Worker</td>
</tr>
<tr>
<td>Youth</td>
</tr>
</tbody>
</table>
Local Workforce Development Area name: West Central Workforce Development Area

Effective Date: 8/12/19

Local Workforce Development Boards (LWDB) are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public’s need for access to service as mandated by the Workforce Innovation Opportunity Act (WIOA). The LWDB should ensure that the Program Partner/Provider List reflects current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the List is posted on the LWDB public website.

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Program Authorization</th>
<th>Local Area Partner/Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>POC address</td>
<td>POC telephone</td>
<td>POC website/email</td>
</tr>
<tr>
<td>WIOA Title I Adult/DW/Youth</td>
<td>WIOA Title I: Adult, Dislocated Worker &amp; Youth program Services</td>
<td>West Central Job Partnership / WCJP Program Division</td>
</tr>
<tr>
<td>217 West State Street – 3rd Floor Sharon, PA 16146</td>
<td>724-347-7855 ext. 310</td>
<td><a href="http://www.wcjp.org">www.wcjp.org</a> / <a href="mailto:gdogan@wcjp.org">gdogan@wcjp.org</a></td>
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<tr>
<td>WIOA Title II Adult Education</td>
<td>WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program</td>
<td>Butler County Community College / Adult Literacy Lawrence County &amp; Grove City Education Center for Adults – fiscal agent</td>
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<tr>
<td>107 College Drive Butler, PA 16002</td>
<td>724-287-8711 ext. 8839</td>
<td><a href="http://www.bc3.edu">www.bc3.edu</a> / <a href="mailto:Barbara.gade@BC3.edu">Barbara.gade@BC3.edu</a></td>
</tr>
<tr>
<td>Adult Literacy Lawrence County 927 Moravia Street New Castle, PA 16101</td>
<td>724-654-1500</td>
<td>Lawrence County / <a href="mailto:gillmaule@gmail.com">gillmaule@gmail.com</a></td>
</tr>
<tr>
<td>Grove City Education Center 118 South Center Street Grove City, PA</td>
<td>724-458-7270</td>
<td>Mercer County / <a href="mailto:gcedcenter@gmail.com">gcedcenter@gmail.com</a></td>
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<tr>
<td>WIOA Title III Wagner Peyser</td>
<td>Wagner Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III</td>
<td>Bureau of Workforce Partnership and Operations</td>
</tr>
<tr>
<td>651 Boas Street Harrisburg, PA 17121</td>
<td>717-787-6915</td>
<td><a href="http://www.dli.pa.gov">www.dli.pa.gov</a> / <a href="mailto:rpachay@pa.gov">rpachay@pa.gov</a></td>
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<tr>
<td>1521 N 6th Street Harrisburg, PA 17102</td>
<td>724-656-3070</td>
<td><a href="mailto:gsteck@pa.gov">gsteck@pa.gov</a></td>
</tr>
<tr>
<td>1745 Frew Mill Road, Suite #1 New Castle, PA 16101</td>
<td>724-651-9607</td>
<td>Mercer County / <a href="mailto:jhewitt@pa.gov">jhewitt@pa.gov</a></td>
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<tr>
<td>3100 Lovell Place Erie, PA 16503</td>
<td>814-651-9607</td>
<td></td>
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<tr>
<td>Senior Community Service Employment Program</td>
<td>Title V of the Older Americans Act of 1965 (42)</td>
<td>PathStone Corporation</td>
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## Workforce Development Delivery System Program Partner/Provider List

<table>
<thead>
<tr>
<th>Program</th>
<th>U.S.C.</th>
<th>Location</th>
<th>Contact Information</th>
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</thead>
<tbody>
<tr>
<td>421 McFarlan Road, Suite E</td>
<td></td>
<td>Kennett Square, PA 19348</td>
<td><a href="http://www.pathstone.org">www.pathstone.org</a></td>
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<td></td>
<td></td>
<td></td>
<td><a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a></td>
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<tr>
<td>Trade Adjustment</td>
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<tr>
<td>Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)</td>
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<td>Bureau of Workforce Partnership and Operations</td>
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<td><a href="mailto:rpachay@pa.gov">rpachay@pa.gov</a></td>
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<tr>
<td>Jobs for Veterans State Grants</td>
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<td>Chapter 41 of Title 38, U.S.C.</td>
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<td><a href="mailto:rpachay@pa.gov">rpachay@pa.gov</a></td>
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<tr>
<td>Community Services Block Grant Act (CSBG)</td>
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<tr>
<td>Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)</td>
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<td>Department of Community &amp; Economic Development / Lawrence County Community Action Partnership &amp; Community Action Partnership Mercer County</td>
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<tr>
<td>300 Liberty Avenue Pittsburgh, PA 15222</td>
<td>717-720-1350</td>
<td></td>
<td><a href="http://www.dced.pa.gov">www.dced.pa.gov</a></td>
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<tr>
<td></td>
<td></td>
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<td><a href="mailto:lpraster@pa.gov">lpraster@pa.gov</a></td>
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<tr>
<td>Unemployment Compensation</td>
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<td>Programs authorized under PA unemployment compensation laws (in accordance with applicable Federal law)</td>
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<tr>
<td>651 Boas Street Harrisburg, PA 17121</td>
<td>717-783-7107</td>
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<td><a href="http://www.uc.pa.gov">www.uc.pa.gov</a></td>
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<tr>
<td></td>
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<td></td>
<td><a href="mailto:Karencam@pa.gov">Karencam@pa.gov</a></td>
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<td>Temporary Assistance for Needy Families (TANF)</td>
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<td>Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.)</td>
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<td>Department of Human Services / County Assistance Offices of Lawrence &amp; Mercer Counties</td>
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<tr>
<td>625 Forster Street Harrisburg, PA 17120</td>
<td>717-787-8307 - State</td>
<td></td>
<td><a href="http://www.dhs.pa.gov">www.dhs.pa.gov</a></td>
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<tr>
<td>108 Cascade Galleria New Castle, PA 16101</td>
<td>724-656-3011</td>
<td></td>
<td><a href="mailto:adean@pa.gov">adean@pa.gov</a></td>
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<tr>
<td>2236 Highland Road Hermitage, PA 16148</td>
<td>724-983-5012</td>
<td></td>
<td><a href="mailto:nshadley@pa.gov">nshadley@pa.gov</a></td>
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<td>Rapid Response</td>
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<td><a href="mailto:rpachay@pa.gov">rpachay@pa.gov</a></td>
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<td>Foreign Labor Exchange</td>
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